

EXHIBIT A – FACILITIES ASSESSMENT

INTRODUCTION

The following section is intended to summarize the results of the facilities assessment that was completed for the Fairfax County Park Authority (FCPA or Park Authority) RECenters between May-June 2016. The facilities assessment consisted of site tours and staff interviews that were conducted by Brailsford & Dunlavey (B&D) and CENTERS, LLC at nine RECenters in Fairfax County.

METHODOLOGY

The facilities assessment serves as one of the critical first steps for developing the sustainability plan for the RECenters which is built upon existing facilities, programs, and procedures that are already in place. The facilities assessment does not provide procedural or programmatic recommendations and only provides observations on existing conditions or procedures.

The facilities assessment examines the quality and functionality of exterior and interior spaces, amenities, and features. Findings are aggregated into themes observed across the system or, when appropriate, are conveyed on a site-specific basis in the following text. Key findings follow.

EXTERIOR FEATURES

1. **Curb Appeal:** RECenter curb appeal varies from site-to-site and is most heavily influenced by facility age. Cub Run, Oak Marr (recently renovated), and South Run are contemporary facilities with strong appeal largely due to attractive entrances and landscaped driveways. In contrast, Audrey Moore, Lee District, and Providence are older facilities with noticeably outdated facades that dampen curb appeal. Although this is common for a system with a large network of facilities that were built in different eras, the lack of consistency poses a challenge to developing a unique RECenter brand identity. Curb appeal across all RECenters makes a statement about FCPA's ability to attract new patrons to the area and retain high-end business partners. An example of the curb appeal discrepancy is provided in Exhibit A.1.
2. **Site Accessibility:** The primary means of access for all RECenters is by vehicle. All RECenters are easily accessible in this regard and have sufficient parking and ADA parking that is located immediately adjacent to the facility entrance. The majority of RECenters have bike racks located in front of the main entrance as well.

- 3. Site Visibility and Wayfinding Signage:** Similar to curb appeal, site visibility, and wayfinding signage varies from site-to-site, while the signage itself contributes to curb appeal due to its critical role in formulating initial impressions. Site visibility is influenced by a number of factors, but RECenters are mostly set back from main transportation arteries, further necessitating the need for strong wayfinding signage. Signage is adequate at the Oak Marr, Lee District, and Cub Run. In contrast, the other RECenters have under-sized signage that does not adequately represent the quality of the RECenters. Similar to curb appeal, adaptation of a consistent approach to signage would enhance and enrich the RECenter brand. An example of the difference in wayfinding signage is presented as Exhibit A.2.

INTERIOR FEATURES

- 1. Check-in Counter:** Check-in areas at four RECenters could be reconfigured to improve effectiveness. Providence, Audrey Moore, Cub Run, and Lee District all experience access control issues and bottlenecks, primarily due to oddly configured vestibules. Staff must also manage pass holder check-ins, registration, and retail sales, which often results in bottlenecks and patrons accessing facilities without being checked in. Further complicating matters is that member check-in technology is outdated throughout the system and public restrooms are located beyond the free zone in all but two facilities (GW and Spring Hill).
- 2. Fitness Areas:** Fitness areas vary significantly from site-to-site in terms of quality and space allocation. Cub Run, Oak Marr, South Run, and Spring Hill all have dedicated areas that possess market-competitive amenities and features while remaining sites have fitness areas that are primarily located in spaces designed for other uses. As a result, many fitness areas are crowded, offer poor thermal comfort, and do not have attractive views. Moreover, sites with contemporary fitness facilities are located in the west and northern portions of the county, leaving residents in the east and southeast without strong FCPA fitness options. The discrepancy in quality of fitness spaces across RECenter sites is obvious and gives the impression that fitness programs take secondary priority. Photos illustrative of the discrepancies are presented as Exhibit A.4.
- 3. Childcare Facility:** Oak Marr possess childcare rooms that have positively impacted participation in fitness and wellness programs during the daytime.
- 4. Multi-Purpose Rooms / Preschool Rooms:** Lee District and Spring Hill are the only RECenters in the system with preschool programs. However, Lee District's space is dated and almost certainly placed at a competitive disadvantage in relation to private facilities. Similarly, the majority of multi-purpose rooms throughout the system would benefit from additional storage, improved thermal control, enhanced multimedia,

and improved security. A highlight in the system is Audrey Moore's pottery room, which allows for a significant amount of fine arts programming. Photos of multi-purpose rooms at Lee District and pottery room at Audrey Moore are provided as Exhibit A.6.

5. **Racquetball Courts:** Racquetball courts at Lee District, Audrey Moore, and Providence were converted for other fitness and land program uses due to low utilization, though Oak Marr's two courts remain in service (note that not every court at RECenters listed previously was converted). An example of this conversion is provided in Exhibit A.7. This trend is consistent with many other contemporary recreation centers, which were often programmed with too many racquetball and squash courts. Continued examination of how these spaces are most appropriately utilized is warranted.
6. **Gymnasiums / Fieldhouses & Indoor Track:** Lee District, Spring Hill, and Audrey Moore each have a gymnasium while South Run has an indoor fieldhouse. These spaces are invaluable and provide a wide array of programming opportunities. The lack of gymnasium and fieldhouse space at other sites necessitates that many camps, which generally take priority in terms of space needs, utilize already crowded multipurpose rooms, thereby relegating many fitness classes to undesirable times. Further, South Run's facility is placed at a competitive disadvantage because it does not provide adequate temperature control and is very basic (refer to Exhibit A.8). Although the facility presently benefits from its isolation in relation to other fieldhouses, a new market entrant could severely impact its appeal.
7. **Ice Rink:** Mt. Vernon is the only RECenter in the system with an ice sheet. Finishes and amenities are dated (as shown in Exhibit A.9) and some of the infrastructure supporting the ice appears to be nearing the end of its useful life. Generally, infrastructure and equipment can more efficiently support two ice rinks than one and consideration should be given to the addition of a second sheet as part of a refresh of the existing ice facility.
8. **Aquatics Center:** All RECenters possess an aquatics component. Oak Marr, Lee District and Audrey Moore all have 50-meter pools, which are optimal for both competitive swim meets and revenue generation. All sites in the system also have a zero-depth entry pool, which also optimizes access. The aquatics facilities throughout the system are well maintained and serve as a calling card in an extremely competitive marketplace.
9. **Locker Rooms:** Locker rooms throughout the system appeared in need of investment and appeared to be lacking in cleanliness in relation to spaces found elsewhere in many RECenters. Finishes were deteriorating, furnishings were showing noticeable wear and tear, and dry deck surfacing is limited across the system. Individual showers with partitions are also more effective than the commonly seen gang showers across the system. Grooming stations with countertops, mirrors and electrical outlets would also improve the patron experience.

FACILITY OPERATIONS ASSESSMENT

The following is a summary of overarching themes, opportunities, and challenges that were identified from the operations assessment. In contrast to the facilities assessment, which provides site- and system-wide observations, this assessment addresses primarily system-wide practices and policies.

1. Revenue Maximization

- a. **Target Market:** Each RECenter functions as a profit center, so they are competing against one another in the market given the overlap in many primary service areas. Because of FCPA's aging user base, RECenters are losing revenue for fitness and wellness due to the relatively conservative approach to providing high-quality fitness space throughout the system. The purpose-built fitness centers in the system are all located in the northern and western-most portion of the county (except South Run), thereby leaving county residents in the east and southeast with less than desirable fitness options. Overall, the system is losing younger pass holders and is likely not capitalizing on demand for fitness programming in the east and southeast portions of the county.
- b. **Memberships and Promotions:** Registration for passes, classes, or special programs is highly specialized as discounts are tailored to a number of demographic groups. Although offering a variety of membership and discount options is commonplace, potential customers may feel overwhelmed by the exhaustive list of options. It was also observed that some site staff encouraged potential pass holders to wait for sale periods to register, which is an atypical business practice and reflective of a lack of entrepreneurial attitude by employees. In addition, the site staff expressed how hard it is to disseminate membership information and promotions to the part-time staff, which likely further hinders sales. Overall, the pass system is unnecessarily complex and the value proposition with regard to purchasing memberships and enrolling in programs needs to be simpler.
- c. **Marketing, Creative License and Autonomy:** The site staff at most RECenters expressed that marketing of memberships and programs is centralized and heavily over-regulated. Digital marketing/media should be installed at all locations and managed consistently to take advantage of emerging social media channels. To that end, policies involving social media and digital communication alerts should be relaxed to allow for efficient communication and faster response times to customer needs.

- d. **Strategic Partnerships:** FCPA’s partnership with vendors for camps are a bright spot for the entire system. These partnerships have resulted in exponential revenue growth, primarily from STEM and technology camps, and the Super RFP process has allowed the FCPA to adapt to changes in market demand. The latitude to select different vendors through this process stands in contrast to many of the other over-regulated policies and procedures. However, agreements with local schools to share facilities for camps and swim rentals should be better executed and upheld in order to provide stability and regularity to program offerings. The use of buses from Fairfax County to transport campers is cost prohibitive; discounted pricing should be considered or permit RECenters to consider market alternatives.

2. Staffing and Productivity

- a. **Staffing:** The primary system-wide staffing challenge lies in recruiting and retaining qualified fitness professionals, primarily due to dated pay rates for certified professionals. For example, Spring Hill has space, equipment and market demand to offer a broad contemporary fitness and wellness program, but the instructor pay rates are below current market rates, which contributes to low morale and weak retention. The result is a lack of ability to stage robust fitness and wellness programs at sites that have the capabilities to do so.
- b. **Orientation and Training:** Development of a standard training program is warranted to improve consistency in customer service and business practices system-wide. While many full-time employees have been promoted or transferred to multiple locations, there is not a strong organizational culture that incentivizes collaboration between employees to share their expertise and maximize resources. Additionally, since camp programming is generally given priority in use of space, greater staff oversight, training, and standards for these seasonal employees should be revised and consistently practiced. Moreover, aquatic safety standards have been audited and consistently managed through third-party certification training, however, the skill level of aquatic operators varies and would benefit from greater collaboration to ensure consistent chemical management and repair response training.
- c. **Volunteer Program:** Volunteerism helps offset operational costs and provides a unique communal atmosphere at the front desk. A standard training program that emphasizes customer service and passholder sales training is recommended. The volunteers largely responsible for the curb appeal at these RECenters have done a tremendous job, especially at South Run. Unfortunately, the quantity and quality of work are reliant on the consistency and dedication of these groups. Since curb appeal factors into the pass holder recruitment process, a different funding source to maintain these areas is recommended.

3. Operational Efficiency

- a. **Preventative Maintenance:** Preventive maintenance and repair of the fitness equipment are managed on TRIRIGA, a management information system. Preventive maintenance and repairs are done by quality technicians in a timely way on fitness equipment. However, the practice of relocating the older equipment to other RECenters with the lesser usage can result in an uneven experience of fitness across the system, weakening brand identity. As such, a tactical approach to capital improvements should be developed for each RECenter so an appropriate funding mechanism can be identified and implemented.



EXHIBIT A.1: Curb Appeal – Cub Run and Lee District



EXHIBIT A.2: Site Visibility and Wayfinding – Cub Run and Providence



EXHIBIT A.3: Facility Entrance and Check-In Counter – George Washington and South Run



EXHIBIT A.4: Fitness Area – Cub Run and Mount Vernon



EXHIBIT A.5: Child Care Area – Oak Marr



EXHIBIT A.6: Multipurpose Room - Lee District and Pottery room - Audrey Moore



EXHIBIT A.7: Racquetball Courts – Audrey Moore, Oak Marr, and Lee District



EXHIBIT A.8: Field House and Indoor Track – South Run and Spring Hill



EXHIBIT A.9: Ice Rink – Mount Vernon

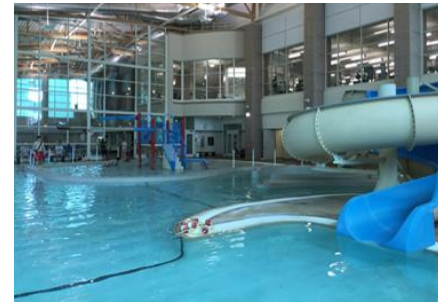


EXHIBIT A.10: Aquatic Center – Audrey Moore (Top), Oak Marr (Bottom Left), and Cub Run (Bottom Right)



EXHIBIT A.11: Locker Rooms – Providence and Spring Hill

EXHIBIT B – OPERATIONAL ASSESSMENT

INTRODUCTION

CENTERS, with the use of B&D’s analysis, developed four strategic considerations for system-wide improvement. These considerations evolved from the facilities and operational assessments conducted at all nine RECenters and feedback provided by FCPA management.

METHODOLOGY

This research was condensed into four high-level considerations when general themes emerged from the data analysis. These themes were vetted against three criteria, which are to examine only current operating practices as a centralized process, to provide alternative management models that will test the current structure, and to recognize that long-range planning is necessary to achieve successful transformational change. These themes were grouped and synthesized into the following four strategic considerations:

1. Performance Culture & Personnel;
2. Service Delivery;
3. Financial Performance; and
4. Entrepreneurial Spirit within a Centralized Framework.

CONSIDERATIONS

Consideration 1 – Performance Culture & Personnel

Develop a performance culture built on the notion that the sum of the team’s effort and expertise is always better than any individual contribution. This will encourage more collaboration and compel employees to share knowledge with one another. This begins with the hiring of people who consistently exhibit professionalism and dedication to a high standard of customer service. Hiring those who are predisposed to excel in this particular industry is the essential component to building and maintaining a high standard. Secondly, matching the right personnel with job responsibilities that align with their passion and knowledge is important in fostering accountability and innovation. Lastly, creating the aforementioned

organizational culture that is focused on customer service and is mission-centric establishes the brand standard pass holders will come to expect and appreciate.

The improvement of culture can be achieved by engaging in practices that strengthen the system's brand of excellence. To do so, recognized and recommended practices should be identified in all functional and service-delivery areas. Once done, these should be catalogued in a system-wide operational procedures guide.

Examples:

- ✓ Criteria for hiring personnel should be built around the desirable attributes that support the organizational culture. Also, the selection process should factor in candidates who are most representative of the county demographic they serve.
- ✓ Revise the employee transfer process to provide tools for better integration into the new setting. The transfer process should be an opportunity to reinforce and strengthen system-wide operational practices.
- ✓ Performance reviews should reinforce execution of the functional and service delivery areas identified in their library of best practices.

Next Steps:

- ✓ Empower operational leadership teams to create or adopt new standards/practices.
- ✓ Use technology to catalogue and provide means to access brand practices.
- ✓ Invest in the development of a centralized training system to reinforce brand practices and consistency across all RECenters.
- ✓ Establish or revise performance goals that are measurable and provide employees with the tools and proper supervision to achieve them.
- ✓ Create incentives that encourage knowledge sharing, peer-to-peer training, lateral transfers, and promotions among each of the specialized job functions.
- ✓ Re-examine the job responsibilities for all centralized oversight to reaffirm or reconcile with the organization's strategic values.

Consideration 2 – Customer Service

In the service industry, a high standard of customer service results in a customer base that markets the brand for the organization. If passholders are routinely satisfied with the quality of customer service, they will be compelled to share their experiences with others, recruit new passholders and program enrollees, and remain loyal to the FCPA brand. However, building a brand through exceptional customer service requires commitment and discipline. There should be a defined system-wide approach to meet this objective. For this level of service to occur frequently and consistently, a significant investment in the training and development of personnel is required. As such, every employee, from corporate management to operating staff, must demonstrate this behavior in everyday practice, modeling this behavior to one another across all RECenters. It must be a recognizable standard that pass holders will come to expect and appreciate when using any of the nine locations.

Examples:

- ✓ There are written policies and centralized controls in place to help manage compliance, but specific managerial oversight on the proper training and delivery of customer service would help establish a new brand standard to ensure its consistent delivery.
- ✓ Within areas where in-house training and performance is less than standard, consider hiring third party expertise. There are number of third parties that specialize in fitness instruction (for example, Pink Gloves Boxing and Les Mills). These vendors will consistently provide a reliable product to pass holders at any all RECenters.
- ✓ Exceptional customer service applies beyond building professional rapport with pass holders. The reliability of a properly maintained building and quick response times to repairing systems and equipment are just as important. Resetting staffing levels to sufficiently perform preventive maintenance and respond to repairs should also be considered for outsourcing to a third party.

Next Steps:

- ✓ Hire a central employee that manages system-wide customer service
- ✓ Develop a specific way to communicate for every possible customer interaction; then train on it and replicate it for all RECenters.
- ✓ Invest in a user friendly software platform to better manage point of service transactions, track data, and enhance customer interfacing.
- ✓ Use technology to making informed decisions on customer delivery and inventory control.

Consideration 3 – Financial

Employees tend to be motivated to perform at higher levels when they are aware their performance is linked to achieving organizational goals. Therefore, measurable financial metrics should be developed that are easily understood, transparent to the entire organization, and have a clear path to achievement. While financial performance is measured at the system level, mechanisms should be put into practice to assess performance at each operation beyond the current centralized cost recovery metric. Conversely, weighted metrics should be developed to counterbalance competing factors for certain operations (that is, demographics, scholarship, competition, radius to other operations). Additionally, these goals should be tied to employee performance and reviewed on a scheduled basis.

Examples:

- ✓ Providence has a high number of waivers/scholarships that increase participation and lower revenue.
- ✓ Spring Hill is located in the highest income per capita neighborhoods in the county.
- ✓ Mount Vernon, George Washington, and Lee are within close proximity of each other and serve many of the same pass holders.

Next Steps:

- ✓ Identify key performance metrics for generating revenue and managing expenses given the strategic values that were identified.
- ✓ Develop an equitable scale to weight these factors for each RECenter operation.

Consideration 4 - Entrepreneurial spirit within an approved framework

The cornerstone of building an effective team is encouraging members to approach their jobs with an entrepreneurial spirit and within a framework that provides clear direction on the acceptable parameters within which to work. This will encourage creative thought and also bring appreciation for the costs of time and money associated with developing a new program or refining a current service. When employees are empowered to seek opportunities to improve and are encouraged to collaborate with teammates in order to enhance service, pass holders ultimately will benefit from a better experience.

Central oversight should consider finding a middle ground that will reinforce an entrepreneurial performance culture. This new approach will lessen the need for silo decision making within certain specialized areas and encourage the practice of individual leadership. Building the desired operational framework and holding leaders accountable to work within it, can help create a balance between corporate oversight and operational flexibility.

Examples:

- ✓ Program specialists from each RECenter meet and report with a central manager periodically, which can create silo communication and decision making. This can be perceived to disrupt the continuity of the operational team and circumvent operational leadership.
- ✓ Decisions tend to be made top-down, creating a perceived lack of collaboration.

Next Steps:

- ✓ Re-examine the current organizational structure.
- ✓ Assess criteria for oversight.
- ✓ Develop a framework for operational leadership to make decisions that will provide some flexibility and encourage innovative programming.

EXHIBIT C – COMPETITIVE CONTEXT

#	Club	Address	City	State	Zip Code
1	24 Hour Fitness	12300 Price Club Plaza	Fairfax	VA	22030
2	24 Hour Fitness	1500 Comerside Blvd	Vienna	VA	22182
3	24 Hour Fitness	1000 E Broad St	Falls Church	VA	22042
4	Action Fitness Women's Only Fitness Center	11215-E Lee Hwy	Fairfax	VA	22030
5	Annandale Swim & Tennis Club	7530 Little River Turnpike	Annandale	VA	22003
6	Anytime Fitness	7009 Manchester Blvd	Alexandria	VA	22310
7	Anytime Fitness	9133 Andrew Dr	Manassas Park	VA	20111
8	Anytime Fitness	8636 Richmond Hwy	Alexandria	VA	22309
9	Anytime Fitness	5941 Centerville Crest Lane	Centreville	VA	20121
10	Anytime Fitness	111 Church St NW Suite 204A	Vienna	VA	22180
11	Anytime Fitness	6090 Rose Hill Drive	Alexandria	VA	22310
12	Ashburn Village Sports Pavilion	20585 Ashburn Village Blvd	Ashburn	VA	20147
13	Avion Health Club	14595 Avion Pkwy # 900	Chantilly	VA	20151
14	Burke Racquet & Swim Club	6001 Burke Commons Rd	Burke	VA	22015
15	CrossFit Burke	5589 Guinea Rd	Fairfax	VA	22032
16	CrossFit Fairfax	2831 Dorr Ave	Fairfax	VA	22031
17	CrossFit Mainstreet	10580 Main Street	Fairfax	VA	22030
18	CrossFit Mill Street	434 Mill St NE	Vienna	VA	22180
19	CrossFit Reston	310 Victory Drive	Herndon	VA	20170
20	Crunch Fitness	11951 Freedom Dr	Reston	VA	20190

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21	Crunch Fitness	8371 Leesburg Pike	Vienna	VA	22182
22	D1 Sports Training	14434 Albemarle Point Pl	Chantilly	VA	20151
23	Equinox Tysons Corner	8065 Leesburg Pike	Vienna	VA	22182
24	Everybody Fitness Center Springfield	8708 Morrisette Dr	Springfield	VA	22152
25	Evolution Health & Fitness	216 Dominion Rd NE	Vienna	VA	22180
26	Fairfax Gymnastics Academy	3729 Pickett Road	Fairfax	VA	22031
27	Fairfax Sportplex	6800 Commercial Dr	Springfield	VA	22151
28	Fitness Together	5597 Guinea Rd	Fairfax	VA	22032
29	Gold's Gym	5620 Ox Rd	Fairfax Station	VA	22039
30	Gold's Gym	13905 Metrotech Dr	Chantilly	VA	20151
31	Gold's Gym	2982 Gallows Rd	Falls Church	VA	22042
32	Gold's Gym	14290 Sullyfield Cir #400	Chantilly	VA	20151
33	Gold's Gym	11674 Plaza America Dr	Reston	VA	20190
34	Gold's Gym	7770 Richmond Highway	Alexandria	VA	22306
35	Gold's Gym	6940-A Bradlick Shopping Center	Annandale	VA	22003
36	Gold's Gym	6273 Arlington Blvd	Falls Church	VA	22044
37	Gold's Gym	9705 Liberia Ave	Manassas Park	VA	20111
38	Gold's Gym	3910 Wilson Boulevard	Arlington	VA	22203
39	Gold's Gym	2955 S. Glebe Road	Arlington	VA	22206
40	Gold's Gym	8150 Leesburg Pike	Tysons Corner	VA	22182
41	Gold's Gym	7700 Gunston Plaza	Lorton	VA	22079
42	Gold's Gym	2445 Centerville Road	Herndon	VA	20171
43	Gold's Gym	3505 Carlin Springs Road	Bailey's Crossroads	VA	22041
44	Gold's Gym	255 S Van Dorn St	Alexandria	VA	22304

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45	Gold's Gym	1310 Courthouse Road	Arlington	VA	22201
46	Great Play of Fairfax	11395 Government Center Pkwy	Fairfax	VA	22030
47	Holmes Run Acres Recreation Association	3451 Gallows Rd	Falls Church	VA	22042
48	Koko FitClub of Great Falls	9849 Georgetown Pike	Great Falls	VA	22066
49	LA Fitness	6565 Spring Mall Dr	Springfield	VA	22150
50	LA Fitness	6200 Little River Turnpike	Alexandria	VA	22312
51	LA Fitness	9946 Liberia Ave	Manassas Park	VA	20111
52	LA Fitness	7867 Heneska Loop	Alexandria	VA	22315
53	Life Time Athletic	9602 Main Street	Fairfax	VA	22031
54	Life Time Athletic	1757 Business Center Dr	Reston	VA	20190
55	Life Time Fitness	5900 Trinity Pkwy	Centreville	VA	20120
56	Life Time Fitness	44610 Prentice Dr	Sterling	VA	20166
57	McLean Racquet & Health Club	1472 Chain Bridge Rd	McLean	VA	22101
58	McLean Sport&Health	1800 Old Meadow Rd	McLean	VA	22102
59	Mount Vernon Tennis, Gym and Athletic Club	7950 Audubon Ave	Alexandria	VA	22306
60	OneLife Fitness	9250 Old Keene Mill Rd	Burke	VA	22015
61	Orangetheory Fitness	13063 Lee Jackson Memorial Hwy	Fairfax	VA	22033
62	Orangetheory Fitness	4201 Wilson Boulevard	Arlington	VA	22203
63	Planet Fitness	5960 Richmond Highway	Alexandria	VA	22303
64	Planet Fitness	4620 Kenmore Avenue	Alexandria	VA	22304
65	Planet Fitness- Falls Church	6763 Wilson Blvd	Falls Church	VA	22042
66	Power Train	42680 Trade W Dr	Sterling	VA	20166
67	Pure Barre	4201 Ridge Top Rd	Fairfax	VA	22030
68	Pure Om Fairfax	3950 University Dr Suite 100	Fairfax	VA	22030

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69	Ravensworth Farm Swim & Racquet Club	5210 Inverchapel Rd	Springfield	VA	22151
70	Reston Sport&Health	11445 Isaac Newton Square S	Reston	VA	20190
71	Skyline Sport&Health	5115 Leesburg Pike	Falls Church	VA	22041
72	Sleepy Hollow Bath & Racquet	3517 Sleepy Hollow Rd	Falls Church	VA	22044
73	Sleepy Hollow Recreation Association	3538 Sleepy Hollow Rd	Falls Church	VA	22044
74	Snap Fitness	13300 Franklin Farm Rd	Herndon	VA	20171
75	Sport & Health	4238 Wilson Boulevard Ste 3018	Arlington	VA	22203
76	Sport & Health Clubs	1760 Old Meadow Rd #300	McLean	VA	22102
77	Sport & Health- Old Town	209 Madison Street	Alexandria	VA	22314
78	The nZone	14550 Lee Rd	Chantilly	VA	20151
79	The Women's Club Fitness Center & Day Spa	14175 Sullyfield Cir	Chantilly	VA	20151
80	Title Boxing Club	10318 Willard Way	Fairfax	VA	22030
81	Tyson's Sport & Health	8250 Greensboro Dr	McLean	VA	22102
82	UFC Gym Fairfax	4475 Market Commons Dr	Fairfax	VA	22033
83	Underground Athlete	3150 Spring St	Fairfax	VA	22031
84	Vantage Fitness	402 W Broad St	Falls Church	VA	22046
85	Wakefield Chapel Recreation Association	4627 Holborn Ave	Annandale	VA	22003
86	Washington Sports Club	11001 Lee Hwy	Fairfax	VA	22030
87	Washington Sports Club	2800 Clarendon Boulevard	Arlington	VA	22201
88	World Gym Fairfax	10201 Main Street	Fairfax	VA	22030
89	Worldgate Sport&Health	13037 Worldgate Dr	Herndon	VA	20170
90	Xsport Fitness	11220 James Swart Cir	Fairfax	VA	22030
91	Xsport Fitness	8190 Strawberry Ln	Falls Church	VA	22042
92	Xsport Fitness	4300 King St	Alexandria	VA	22302

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93	Xsport Fitness	2301 Columbia Pike & Wayne	Arlington	VA	22204
94	YMCA Alexandria	420 E Monroe Ave	Alexandria	VA	22301
95	YMCA Fairfax County Reston	12196 Sunset Hills Rd	Reston	VA	20190
96	Vienna Aquatic Club	625 Marshall Road SW	Vienna	VA	22181
97	Vienna Woods Swim and Tennis Club	123 Harmony Dr SW	Vienna	VA	22180
98	Evolution Fitness Inc.	216 Dominion Rd Ne	Vienna	VA	22180
99	Crossfit Rubicon	8500 Tyco Road Ste B	Vienna	VA	22182
100	Crossfit North Vienna	434 Mill St NE	Vienna	VA	22180
101	Church Street Pilates	144 Church St	Vienna	VA	22180
102	Body Grace Fitness and Yoga	215 Mill St Ne	Vienna	VA	22180
103	Crossfit Tysons corner	8453 Tyco Rd	Vienna	VA	22182
104	Personal Edge	120 Cottage St SW	Vienna	VA	22180
105	Fitness Together	8300 Boone Blvd	Vienna	VA	22182
106	YWCA	8101 Wolfrap Rd	Vienna	VA	22182
107	N2shape INC	8000 Towers Crescent Drive	Tysons Corner	VA	22182
108	Studio B Fitness	8455 Tyco Rd	Vienna	VA	22182
109	Inner Core Wellness	2108 Gallows Rd	Vienna	VA	22182
110	East Meets West Yoga Center	8227 Old Courthouse Rd Ste 310	Vienna	VA	22182
111	Cardinal Hill Swim and Racquet	9117 Westerholme Way	Vienna	VA	22182
112	Bikram Yoga	11495 Sunset Hills Rd	Reston	VA	20190
113	Pure Joe Studio - Pilates	11305 Sunset Hills Rd	Reston	VA	20190
114	Curves	720 Grant Street	Herndon	VA	20171
115	Curves	2070 Chain Bridge Road	Vienna	VA	22182
116	Curves	2240 W Broad St	Falls Church	VA	22046

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

117	Ultimate Results	532 N Washington St	Alexandria	VA	22314
118	EarthTreks Climing Centers	1235 S Clark St	Crystal City	VA	22202
119	Onelife Fitness - Alexandria Gym	305 Hooffs Run DR 22314	Alexandria	VA	22314
120	Studio Body Logic	2417 Mt Vernon Ave	Alexandria	VA	22301
121	Foundation Fitness of Del Ray	2305 Mt Vernon Av 22031	Alexandria	VA	22031
122	Trident CrossFit	410 Calvert Ave	Alexandria	VA	22301
123	FitOne Personal Training Studio	814 N St Asaph St	Alexandria	VA	22314
124	Fitness Together - Private Training	300 N washington St	Alexandria	VA	22314
125	Fitness on the Run	210 N Lee St	Alexandria	VA	22314
126	Energy Club	2900 S Quincy St	Arlington	VA	22206
127	Thrive Pilates	2800 S Randolph St	Arlington	VA	22206
128	BT Fitness	20 S Quaker Ln	Arlington	VA	22314
129	FO Fitness LLC	4819 Eisenhower Ave	Arlington	VA	22304
130	Sensazao Dance Studio	5424 Eisenhower Ave	Alexandria	VA	22304
131	Crossfit Kingstown	652 S Pickett St 22304	Alexandria	VA	22304
132	Green Acres Fitness Facility	4401 Sideburn Rd	Fairfax	VA	22030
133	William Ramsay Recreation Center	1114 Martha Custis	Alexandria	VA	22305
134	Charles Houston Recreation Center	901 Wythe St	Alexandria	VA	22314
135	Cora Kelly Recraetion Center	25 W Reed Ave	Alexandria	VA	22305
136	Mount Vernon Recreation Center	2701 Commonwealth Ave	Alexandria	VA	22305
137	Nannie J Lee Recreation Center	1108 Jefferson St	Alexandria	VA	22314
138	Patrick Henry Recreation Center	4625 Taney Ave	Alexandria	VA	22304
139	Yorktown Aquatics Center	5200 Yorktown Blvd	Arlington	VA	22207
140	Langston-Brown Community Center	2121 N Culpeper St	Arlington	VA	22208

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

141	Washington-Lee Aquatics Center	1301 N Stafford St	Arlington	VA	22201
142	Wakefield Aquatics Center	1325 S Dinwiddie St	Arlington	VA	22206
143	Fairlington Community Center	3308 S Stafford St	Arlington	VA	22206
144	Gunston Community Center	2700 S Lang St	Arlington	VA	22206
145	Thomas Jefferson Community Center	3501 2nd St S	Arlington	VA	22204
146	Barcroft Sports and Fitness Center	4200 S Four Mile Run Dr	Arlington	VA	22206
147	GMU Aquatic and Fitness Center	4400 University Dr	Fairfax	VA	22030
148	Matt Larsen's Fitness Center	7841 Rolling Rd	Springfield	VA	22153
149	Fitness Together	3914 Centreville Rd	Chantilly	VA	20151
150	Foundation Fitness - Fairfax	10387 Main Street	Fairfax	VA	22030
151	Thrive Pilates	444 W Broad St	Falls Church	VA	22046
152	N2shape INC	1111 Army Navy Drive	Arlington	VA	22202
153	Olympia Boxing Gym and School	1134 Broad St	Falls Church	VA	22046
154	UFC Gym Tysons	1524 Spring Hill Rd	McLean	VA	22102
155	UFC Gym Herndon	1294 Highland Crossing	Herndon	VA	20171
156	UFC Gym	528 N Henry	Alexandria	VA	22314
157	Studio Body Logic	4001 N 9th St	Arlington	VA	22201
158	Title Boxing Club	450 N Washington	Falls Church	VA	22046
159	NoVA MMA	1425 N Quincy	Arlington	VA	22207
160	Pies Fitness Yoga Studio	374 S Pickett	Alexandria	VA	22304
161	Pies Fitness Yoga Studio	35 South Pickett	Alexandria	VA	22304
162	Flow Yoga	20937 Ashburn Rd	Ashburn	VA	20147
163	Inner Power Yoga	46090 Lake Center Plaza	Sterling	VA	20165
164	Darshan Yoga Studio	1263 Bond St	Herndon	VA	20170

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

165	Health Advantage Yoga System	1041 Sterling Rd	Herndon	VA	20170
166	BelovedYoga	12001 Sunrise Valley	Reston	VA	20191
167	Bikram Yoga Fairfax	3950 University Dr	Fairfax	VA	22030
168	Zion Yoga	10700 Zion Dr	Fairfax	VA	22032
169	Sun & Moon Yoga Studio	9998 Main St	Fairfax	VA	22031
170	Hot Yoga Tysons	1420 Spring Hill Rd	McLean	VA	22102
171	Dream Yoga Studio and Wellness Center	1485 Chain Bridge Rd	McLean	VA	22101
172	The Source Yoga Studio	1420 Beverly Rd	McLean	VA	22101
173	Dancing Mind Yoga Studio	929 W Broad St	Falls Church	VA	22046
174	Burke Body and Brain	6218 Rolling Rd	Springfield	VA	22152
175	Soaring Spirit Yoga	308 Poplar Alley	Occoquan	VA	22125
176	Yoga Birth & Beyond	101 S Whitng	Alexandria	VA	22304
177	Alexandria Body & Brian Yoga	1630 King St	Alexandria	VA	22314
178	Mind the Mat Pilates and Yoga	2214 Mt Vernon Ave	Alexandria	VA	22301
179	Pure Prana	100 S Patrick St	Alexandria	VA	22314
180	River's Edge Yoga	300 Montgomery St	Alexandria	VA	22314
181	Refresh Yoga Center	110 King St	Alexandria	VA	22314
182	Good Vibes Yoga	3541 W Braddock Rd	Alexandria	VA	22302
183	Journeyoga	2501 9th Rd	Arlington	VA	22204
184	Corew Power Yoga	560 12th St S	Arlington	VA	22202
185	Pure Prana	106 S Patrick St	Alexandria	VA	22320
186	Get Shaped Fitness	2000 S Eads	Arlington	VA	22202
187	Honest Soul Yoga	6470 Landsdowne Centre	Alexandria	VA	22315
188	Olympus Fitness Center	308 Glenn Dr	Sterling	VA	20164

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

189	Pure Prana	100 S Patrick St	Alexandria	VA	22314
190	River's Edge Yoga	300 Montgomery St	Alexandria	VA	22314
191	Refresh Yoga Center	110 King St	Alexandria	VA	22314
192	Good Vibes Yoga	3541 W Braddock Rd	Alexandria	VA	22302
193	Journeyoga	2501 9th Rd	Arlington	VA	22204
194	Corew Power Yoga	560 12th St S	Arlington	VA	22202
195	Pure Prana	106 S Patrick St	Alexandria	VA	22320
196	Get Shaped Fitness	2000 S Eads	Arlington	VA	22202
197	Honest Soul Yoga	6470 Landsdowne Centre	Alexandria	VA	22315
198	Olympus Fitness Center	10400 Premier Ct	Burke	VA	22015
199	Chin Aquatics and Fitness Center	13025 Chinn Park Dr	Woodbridge	VA	221912
200	One to One Fitness Center	7900 Westpark	McLean	VA	22102
201	Max Youth Performance and Fitness	1137 Walker Rd	Great Falls	VA	22066
202	Fitness Evolution Sterling	21800 Towncenter Plaza	Sterling	VA	20164
203	Snap Fitness	1315 King St	Alexandria	VA	22314
204	MyGym	5810 Kinstowne Centre	Alexandria	VA	22315
205	Capital MMA & Elite Fitness	6301 A Richmond Highway	Alexandria	VA	22036
206	Jazzercise	43930 Farmwell Hunt Plaza	Ashburn	VA	20147
207	Elite Fitness Concepts	10123 Colvin Run Rd	Great Falls	VA	22066
208	Koko FitClub of Reston	1424 N Point Village Center	Reston	VA	20194
209	9 Round Springfield	6410 Brandon Avenue	Springfield	VA	22150
210	NOVA Crossfit	5560 Port Royal Rd	N Springfield	VA	22151
211	Loudon Gymnastics	21586 Atlantic Blvd	Sterling	VA	20166
212	NVGA Gymnastics	44675 Cape Ct	Ashburn	VA	20147

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

213	Dulles Gymnastics	45449 E Severn Way	Sterling	VA	20166
214	Gym America	2782 Towerview Rd	Herndon	VA	20171
215	The Little Gym of Fairfax	3903 Fair Ridge	Fairfax	VA	22033
216	Chantilly Academy Gymnastics	14088 Sullyfield Circle	Chantilly	VA	20151
217	Arlington Dynamic Gymnastics	1435 N Quincy St	Arlington	VA	22207
218	Apollo Gymnastics	12700 Apollo Dr	Woodbridge	VA	22192
219	GMS Gymnastics	7226 New Market Ct	Manassas	VA	20109
220	The Little Gym of Dulles	24570 Dulles Landing Dr	Dulles	VA	20166
221	The Little Gym of Falls Church	7395 Lee Highway	Falls Church	VA	22042
222	The Little Gym of Alexandria	291 S Van Dorn	Alexandria	VA	22304
223	Dulles Sportsplex	21610 Atlantic Blvd	Sterling	VA	20166
224	Foundation Fitness of Annandale	7232 Columbia Pike	Annandale	VA	22003
225	Bikram Yoga of Alexandria	5416 Eisenhower Ave	Alexandria	VA	22304
226	UFC Gym Woodbridge	4188 Merchant Plaza	Woodbridge	VA	22192
227	Sterling Ballet Academy	46950 Community Plaza	Sterling	VA	20164
228	Skye Ballet Center	251 Sunset Park Dr	Herndon	VA	20170
229	Conservatory Ballet	2254 Hunters Woods	Reston	VA	20191
230	Russell School of Ballet	14119 Sullyfield	Chantilly	VA	20151
231	Centreville Dance Academy	14215 Centreville Sq	Centreville	VA	20121
232	Virginia Ballet	5595 Guinea Rd	Fairfax	VA	22032
233	Swan Ballet Dance School	9416 Main Street	Fairfax	VA	22031
234	Center for Ballet Arts	3955 Pender Dr	Fairfax	VA	22030
235	Balance Ballet	6550 Little River Turnpike	Alexandria	VA	22312
236	Adagio Ballet and Dance School	4720 Lee Highway	Arlington	VA	22207
237	Ballet Petite	6645 Old Dominion	McLean	VA	22101

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

238	Perfect Point Dance Studio	2499 N Harrison	Arlington	VA	22207
239	Tiny Dancers LLC	10875 Main St	Fairfax	VA	22030
240	Ashburn Ice House	21595 Smith Switch Rd	Ashburn	VA	20147
241	Skate Quest Reston	1800 Michael Faraday Ct	Reston	VA	20190
242	Fairfax Ice Arena	3779 Pickett Road	Fairfax	VA	22031
243	Kettler capitals Iceplex	627 N Glebe Rd	Arlington	VA	22203
244	Ft Dupont Ice Arena	3779 Ely Pl SE	Washington	DC	20019
245	Tucker Rd Ice Rink	1770 Tucker Road	Ft washington	MD	20744
246	Prince William Ice Arena	5180 Dale Blvd	Woodbridge	VA	22193
247	CrossFit Spot & Health	7402 Lockport Pl	Lorton	VA	22079
248	Curves	6210 Rolling Rd	Springfield	VA	22152
249	Title Boxing Club	6228 Rolling Rd	Springfield	VA	22152
250	StarFit Studio	7592 Telegraph Rd	Alexandria	VA	22315
251	Chakaboom Fitness	6300 Beulah St	Franconia	VA	22310
252	Chakaboom Fitness	9501 Old Burke Lake Rd	Burke	VA	22015
253	Sportrock Climbing Center	5308 Eisenhower Ave.	Alexandria	VA	22304
254	Sportrock Climbing Center	45935 Maries Rd	Sterling	VA	20166
255	Metropolitan Elite Gymnastics & Academy	7954 Angleton Ct	Lorton	VA	22079
256	JW Tumbles	3223 Duke St	Alexandria	VA	22314
257	Terry's School of Dance	8730 Richmond Highway	Alexandria	VA	22309
258	My Gym Chantilly	4300 Chantilly	Chantilly	VA	20151
259	Karma Vitality Studio	15100 Enterprise Ct	Chantilly	VA	20151
260	Chinquapin Aquatics Center	3210 King St	Alexandria	VA	22302
261	Skyline Fitness Center	4400 University Dr	Fairfax	VA	22030
262	Fairfax Swimming Pool	4200 Roberts Rd	Fairfax	VA	22030

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

263	Mosby Woods Pool	3136 Plantation Pkwy	Fairfax	VA	22030
264	Fairfax Villa Pool	4299 Andes Dr	Fairfax	VA	22030
265	Somerset Olde Creek Pool & Rec Club	9705 Laurel St	Fairfax	VA	22030
266	Country Club Hills Recreation Corporation	3622 Old Post Rd	Fairfax	VA	22030
267	Mantua Hills Swim Club	9330 Pentland Pl	Fairfax	VA	22030
268	Kings Ridge Swim Club	4850 Gainsborough Dr	Fairfax	VA	22030
269	Brandywine Swim Club	9537 Helenwood Dr	Fairfax	VA	22030
270	Rutherford Area Swim Club	4609 Marley Rd	Fairfax	VA	22030
271	Commonwealth Swim Club	9800 Commonwealth Blvd	Fairfax	VA	22030
272	Sideburn Run Recreation Association	10603 Zion Dr	Fairfax	VA	22030
273	Lakeview Swim Club	5352 Gainsborough Dr	Fairfax	VA	22030
274	Greenbriar Pool Club	13001 Point Pleasant Drive	Fairfax	VA	22030
275	Swim & Tennis Club at Fairfax	11115 Robert Carter Rd	Fairfax	VA	22030
276	Evolution Martial Arts	3848 Old Lee Hwy	Fairfax	VA	22030
277	U.S. Tae Kwon Do College	11215 Lee Hwy	Fairfax	VA	22030
278	Kaizen MMA	9590 Lee Hwy	Fairfax	VA	22030
279	Focus Family Martial Arts Academy	11230 Waples Mill Rd	Fairfax	VA	22030
280	Lead By Example Tae Kwon Do	11226 Waples Mill Rd	Fairfax	VA	22030
281	Enshin Karate Of Fairfax	9590 Lee Hwy	Fairfax	VA	22030
282	Enshin Karate Of Ashburn	21770 Beaumeade Circle	Ashburn	VA	20147
283	Enshin Karate of Vienna	228 Dominion Rd	Vienna	VA	22180
284	Shotokan Karate Center	3283 Old Pickett Rd	Fairfax	VA	22030
285	Black Belt Academy	10635 Braddock Rd	Fairfax	VA	22030
286	K S White Tiger Martial Arts	11725 Lee Hwy	Fairfax	VA	22030
287	Mountain Kim Martial Arts	2952 Chain Bridge Rd	Fairfax	VA	22030

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

288	World Karate	9537 Braddock Rd	Fairfax	VA	22030
289	CorePwer Yoga	4211 Fairfax Corner E ave	Fairfax	VA	22030
290	Village Yoga	2727 Merrilee Dr	Fairfax	VA	22030
291	CorePower Yoga	8302 Hilltop Rd	Fairfax	VA	22030
292	REV Pilates Gym	10621 Braddock Rd	Fairfax	VA	22030
293	Studio Be Pilates	11881 Grand Commons Ave	Fairfax	VA	22030
294	Bodies By Bonnie Pilates Studio	3797 Center Way	Fairfax	VA	22030
295	McLean Swimming and Tennis Association	1700 Margie Dr	McLean	VA	22101
296	Kent Gardens Recreation Club	1906 Westmoreland	McLean	VA	22101
297	Highlands Swim and Tennis Club	1515 Bryan Branch Rd	McLean	VA	22101
298	Chesterbrook Swimming and Tennis Club	1812 Kirby Rd	McLean	VA	22101
299	Langley Swim and Tennis Club	728 Live Oak Dr	McLean	VA	22101
300	Tuckahoe Recreation club	1814 Great Falls St	McLean	VA	22101
301	Hamlet Swim & Tennis Club	8209 Dunsinane Ct	McLean	VA	22101
302	Goldfish Swim School	12340 Pinecrest Rd	Reston	VA	20191
303	The Water Mine Family Swimmin' Hole	1400 Lake Fairfax Dr	Reston	VA	20190
304	Machine SwimLabs	204 Mill St.	Vienna	VA	22180
305	Fairfax Racquet Club & Fitness Center	9860 Fairfax Blvd	Fairfax	VA	22030
306	Four Seasons Tennis Club	3010 Williams Drive	Fairfax	VA	22031
307	Great Falls Swim and Tennis Club	761 Walker Road	Great Falls	VA	22066
308	Hollin Meadows	2500 Woodlawn Trail	Alexandria	VA	22306
309	Arlington Forest Club	5401 Carlin Springs Rdq	Arlington	VA	22203
310	Fox Mill Woods Swim & Tennis	2634 Black Fir Ct	Reston	VA	20191
311	Body Shop Fitness by Design	224 N Henry St	Alexandria	VA	22306
312	Solidcore - Ballston	650 N Glebe Rd	Arlington	VA	22203

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

313	Solidcore - Mosaic	2985 District Ave	fairfax	VA	22031
314	Solidcore - Old Town	800 N Henry St	Alexandria	VA	22314
315	Outlaw Crossfit	5412 Eisenhower Ave	Alexandria	Va	22304
316	Hammer Down CrossFit	14080E Sullyfield Cir	Chantilly	VA	20151
317	Patriot Crossfit	2130 N Glebe Rd	Arlington	VA	22207
318	Crossfit Adaptation	4144 S Four Mile Run Dr	Arlington	VA	22206
319	Crossfit West Springfield	7965 Twist Ln	Springfield	VA	22153
320	CrossFit Route 7	8504 Tyco Rd	Vienna	VA	22182
321	CrissFit MVA	1712 Mt Vernon Ave	Alexandria	VA	22301
322	Sand and Steel Fitness Personal Training Nutrition and Crossfit	109 S Alfred St	Alexandria	VA	22314
323	New Day CrossFit	6825 Hill Park Dr	Lorton	VA	22079
324	Magni CrossFit	3775 Picket Road	Fairfax	VA	22031
325	Life Champ Martial Arts - Lorton	8921 Ox Rd	Lorton	VA	22079
326	Capitol Martial Arts Academy	6460 Landsdowne Centre Dr	Alexandria	Va	22315
327	K2 Martial Arts Academy	6347 Rolling Rd	Springfield	VA	22152
328	Yamasaki Academy Springfield	5405 Port Royal Rd	Springfield	VA	22151
329	Andrew Gause's Martial Arts	5236 Port Royal Rd	Springfield	VA	22151
330	Andrew Gause's Martial Arts	5624 Ox Rd Ste E	Fairfax	VA	22039
331	Eagle Tae Kwon Do	6960 Bradlick Shopping Center	Annandale	VA	22003
332	Elite MA Center - Burke	9568 Old Keene Mill Road	Burke	VA	22015
333	Elite MA Center - Springfield	6230 B&C Rolling Road	Springfield	VA	22152
334	Elite MA Cener - kingstown	6457 Old Beulah Street	Alexandria	VA	22315
335	Lead By Example Tae Kwon Do	7515 Huntsman Blvd	springfild	VA	22153
336	TKD Martial Arts Academy	5765 Burke Centre Pkwt	Burke	VA	22015
337	Topkick Martial Arts	8932 Burke Lake Rd	Springfield	Va	22151

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

338	Super Kicks Karate	43330 Junction Plaza	Ashburn	VA	20147
339	Master Lee's Martial Arts	20020 Ashbrook Common's Plaza	Ashburn	VA	20147
340	Williams Martial Arts and Fitness	43930 Farmwell Hunt Plaza	Ashburn	VA	20147
341	Mt. Kim Martial Arts	210 Dominion Rd	Vienna	VA	22180
342	Victory Martial Arts	5720 Union Mull Rd	Clifton	VA	20124
343	Virginia Martial Arts Academy	4425 Brookfield Corporate Dr	Chantilly	VA	20151
344	Fairfax Jiu Jitsu	14119 Mariah CT	Chantilly	VA	20151
345	United Martial Arts	8429 Sudley Rd	Manassas	VA	20109
346	Manassas Mixed Martial Arts	10521 Croatia Way	Manassas	VA	20109
347	Vanguard Gym	9414 Center Point Ln	Manassas	VA	20110
348	Premier Martial Arts	9231 Sudley Rd	Manassas	VA	20110
349	UMS Martial Arts	6349 Columbia Pike	Falls Church	VA	22041
350	Yoo's Authentic Martial Arts	2915 Arlington Dr	Alexandria	VA	22306
351	Taekwondo & Karate Masters Martial Arts	1514 Belle View Blvd	Alexandria	VA	22307
352	Potomac Kempo	5958 Kingstowne Center	Alexandria	VA	22315
353	Potomac Kempo	5914 N. Kings Highway	Alexandria	VA	22303
354	Potomac Kempo	2050 Ballenger Ave.	Alexandria	VA	22314
355	Potomac Kempo	1535 N Quaker Lane	Alexandria	VA	22302
356	Remarck Sport Tae Kwon Do	6122 Rose Hill	Alexandria	VA	22310
357	Crossfit OldTown	805 N Royal St	Alexandria	VA	22314
358	Mount Vernon Crossfit	8459 Richmond Hwy	Alexandria	VA	22309
359	CrossFit North Reston	11501 Sunset Hills Rd	Reston	VA	20190
360	Esenyls's Pilates	9485 Silver King Ct	Fairfax	VA	22031
361	The Wellness Center	5276 Lyngate Ct	Burke	VA	22015
362	Prawda Pilates Training Center	5810 Kingstowne Towne Center	Alexandria	VA	22315

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

363	Local Motion Studio	2377 S Dove St	Alexandria	VA	22314
364	Xtend Barre Old Towne	1701 Duke St	Alexandria	VA	22314
365	Pilates ProWorks Alexandria	1103 Queen St	Alexandria	VA	22314
366	Alexandria Pilates	300 Montgomery St	Alexandria	VA	22314
367	The Pilates Room	1489 Chain Bridge Rd	McLean	VA	22101
368	Pengu Studio	6809 Old Dominion Dr	McLean	VA	22101
369	Excel Pilates Northern Virginia	6725 Curran St	McLean	VA	22101
370	Rock The Reformer	6254 Old Dominion	McLean	VA	22101
371	Pilates Body Home	4646 13th St	Arlington	VA	22207
372	Fort Hunt Pilates	7954 Fort Hunt Rd	Alexandria	VA	22308
373	Mary Child Care	2301 Sherwood Hall Ln	Alexandria	VA	22306
374	Telegraph Road KinderCare	7136 Telegraph Road	Alexandria	VA	22315
375	Warrior Spirit Fitness	2929 Eskridge Rd	Fairfax	VA	22031
376	Rock Fit	1340 Old Chain Bridge Rd	McLean	VA	22101
377	202 Fitness Personal Training	400 N Washington St	Falls Church	VA	22046
378	Kamp Pendleton Personal Training	10780 Parkridge Blvd	Reston	VA	20191
379	Battle Fitness	10560 Main St	Fairfax	VA	22030
380	Wolfgang Personal Training	Centreville Rd	Centreville	VA	20120
381	Fitness Aspects	14130 Sullyfield Circle	Chantilly	VA	20151
382	Infant Toddler Family Day Care	11166 Fairfax Blvd	Fairfax	VA	22030
383	Ballston Children's Center	3850 Wilson Blvd	Arlington	VA	22203
384	Deba Daycare	4894 Sunset Ln	Annandale	VA	22003
385	Happy Hours Child Care Center	325 Nutley St	Vienna	VA	22180
386	The Appletree School	9655 Blake Ln	Fairfax	VA	22031
387	Your Child's Place	2578 Chain Bridge Rd	Vienna	VA	22181

388	Smiley Kids Daycare - Home Daycare Infant Toddler	411 Branch Rd	Vienna	VA	22180
389	Stringfellow Road KinderCare	4216 Stringfellow Rd	Chantilly	VA	20151
390	La Petite Academy	211 Edds Ln	Sterling	VA	20165
391	Sparkles! Child Care Centers at White Oaks	6130 Shiplett Blvd	Burke	VA	22015
392	Children of America Sterling	46586 S Cittance Rd	Sterling	VA	20164
393	Herndon Children's Center	530 Huntmar Park Dr	Herndon	VA	20170
394	Kaye Kare Child Care Center	384 N Washington St	Falls Church	VA	22046
395	Seven Corners Children's Center	6129 Willston Dr	Falls Church	VA	22044
396	Bright Start Learning Center	4920 Brenman Park Dr	Alexandria	VA	22304
397	Yellowstone Child Care	6223 Yellowstone Dr	Alexandria	VA	22312

EXHIBIT D – SURVEY RESULTS

Q1. Please indicate which of the following statements describes *your* use of FCPA RECenters in the past year: (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
1705	29.80%	19.62%	I am a current or recent RECenter pass holder (within the past 12 months).
1179	20.61%	13.57%	I was previously a RECenter pass holder.
1532	26.78%	17.63%	I am a current or recent class or camp registrant at a RECenter (within the past 12 months).
1909	33.37%	21.97%	I was previously enrolled in classes or camps at a RECenter.
1047	18.30%	12.05%	I pay for admission each time I visit a RECenter.
352	6.15%	4.05%	I participate on a team / organization that rents space at a RECenter.
964	16.85%	11.10%	I do not presently utilize any of the RECenters.
5721	Respondents		
8688	Responses		

Q2. Please indicate the type of household you reside in.

Count	Percent	
773	13.50%	I am single.
1548	27.04%	I live with a partner / spouse.
96	1.68%	I live with my parents.
270	4.72%	I am single with children.
3037	53.06%	I have a family with children.
5724	Respondents	

Q3. How many children reside in your household?

Count	Percent	
1011	31.71%	1

Q3. How many children reside in your household?

Count	Percent	
1476	46.30%	2
498	15.62%	3
133	4.17%	4
70	2.20%	5 or more
3188	Respondents	

Q4. Which RECenter do you utilize most often?

Count	Percent	
764	15.63%	Audrey Moore
602	12.32%	Cub Run
60	1.23%	George Washington
601	12.30%	Lee District
350	7.16%	Mt Vernon
792	16.21%	Oak Marr
508	10.39%	Providence
786	16.08%	South Run
424	8.68%	Spring Hill
4887	Respondents	

Q5. Please indicate why you do not utilize facilities in the FCPA RECenter system. (SELECT UP TO THREE)

Count	Respondent %	Response %	
222	25.31%	15.34%	I am unsure of the programs and services offered.
224	25.54%	15.48%	I do not have time to participate in classes or camps.
118	13.45%	8.15%	I do not have interest in activities that are held at a RECenter.
169	19.27%	11.68%	I enroll in classes or camps elsewhere.
128	14.60%	8.85%	I purchase passes or have a membership elsewhere.
71	8.10%	4.91%	I was unaware the RECenter system existed.
128	14.60%	8.85%	The classes and programs I am interested in are not affordable.

Q5. Please indicate why you do not utilize facilities in the FCPA RECenter system. (SELECT UP TO THREE)

Count	Respondent %	Response
108	12.31%	7.46% The passes I would like to purchase are not affordable.
199	22.69%	13.75% There is not a convenient facility located near me.
24	2.74%	1.66% There is no short-term childcare option available.
56	6.39%	3.87% The classes or camps are not of the quality I expect.
877	Respondents	
1447	Responses	

Q6. For how long have you been a FCPA RECenter user?

Count	Percent	
333	8.94%	Less than 12 months
1283	34.46%	1 to 5 years
849	22.80%	6 to 10 years
495	13.30%	11 to 15 years
763	20.49%	16 years or more
3723	Respondents	

Q7. Do you hold a pass or membership at a fitness facility outside of the RECenter system?

Count	Percent	
403	35.01%	Yes
748	64.99%	No
1151	Respondents	

Q8. What is the primary reason you have purchased the pass/membership at a facility outside the RECenter system?

Count	Percent	
31	7.93%	The aquatics facilities are better.
1	0.26%	The check-in process is easier.

Q8. What is the primary reason you have purchased the pass/membership at a facility outside the RECenter system?

Count	Percent	
50	12.79%	The fitness facilities are better.
11	2.81%	The gymnasium facilities are better.
4	1.02%	The locker room facilities are better.
53	13.55%	The quality or variety of group exercise programs is better.
12	3.07%	There is short-term childcare available.
6	1.53%	The facility is cleaner.
91	23.27%	The pass / membership is cheaper.
103	26.34%	The location is more convenient.
22	5.63%	The hours are preferable.
7	1.79%	The patrons at the other facility are more like me.
391	Respondents	

Q9. What is the name of the facility where you currently have a pass / membership?

Count	Percent	
344	100.00%	
344	Respondents	

Q10. Are you currently enrolled in programs at a facility outside of the RECenter system?

Count	Percent	
711	38.31%	Yes
1145	61.69%	No
1856	Respondents	

Q11. What is the primary reason you have chosen to enroll in programs at a facility outside the RECenter system?

Count	Percent	
63	9.65%	The aquatics facilities in which the classes or camps are held are better.

Q11. What is the primary reason you have chosen to enroll in programs at a facility outside the RECenter system?

Count	Percent	
53	8.12%	The fitness facilities in which the classes or camps are held are better.
24	3.68%	The gymnasium facilities in which the classes or camps are held are better.
14	2.14%	The locker room facilities are better.
3	0.46%	The multi-purpose room in which the class or camps are held are better. [Code = 5]
179	27.41%	To my knowledge the class or camp I am interested in is not offered at my preferred RECenter.
71	10.87%	The classes or camps are cheaper.
93	14.24%	The classes or camps are offered at better times.
132	20.21%	The facility where I enroll in classes or camps is closer to me.
21	3.22%	The people enrolled with me are more like me.
653		Respondents

Q12. What type of program are you enrolled in outside the FCPA RECenter system?

Count	Percent	
618	100.00%	
618		Respondents

Q13. Where are you currently enrolled in the class or camp?

Count	Percent	
559	100.00%	
559		Respondents

Q14. What type of classes or camps are you currently enrolled in or have been at any point in the past 12 months (whether at a FCPA RECenter or somewhere else)? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
96	1.90%	1.34%	Adapted Program

Q14. What type of classes or camps are you currently enrolled in or have been at any point in the past 12 months (whether at a FCPA RECenter or somewhere else)? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
1077	21.36%	15.05%	Aquatics
93	1.84%	1.30%	Boating
295	5.85%	4.12%	Dance
1585	31.44%	22.16%	Exercise
220	4.36%	3.08%	Fine Arts
90	1.79%	1.26%	Ice Skating / Hockey
144	2.86%	2.01%	Martial Arts
225	4.46%	3.15%	Nature Programs
107	2.12%	1.50%	Performing Arts
170	3.37%	2.38%	Pet Obedience and Agility Training
407	8.07%	5.69%	Sports
86	1.71%	1.20%	Technology / Science Programs
40	0.79%	0.56%	XTRA
2203	43.70%	30.79%	I have not enrolled in any classes or camps.
316	6.27%	4.42%	Other (please specify)
5041	Respondents		
7154	Responses		

Q15. What type of classes or camps are your children currently enrolled in or have been at any point in the past 12 months (whether at a FCPA RECenter or somewhere else)? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
63	2.15%	1.11%	Adapted Program
1323	45.17%	23.32%	Aquatics
44	1.50%	0.78%	Boating
416	14.20%	7.33%	Dance
342	11.68%	6.03%	Exercise
225	7.68%	3.97%	Fine Arts
175	5.97%	3.08%	Ice Skating / Hockey

Q15. What type of classes or camps are your children currently enrolled in or have been at any point in the past 12 months (whether at a FCPA RECenter or somewhere else)? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
235	8.02%	4.14%	Martial Arts
340	11.61%	5.99%	Nature Programs
234	7.99%	4.12%	Performing Arts
23	0.79%	0.41%	Pet Obedience and Agility Training
924	31.55%	16.29%	Sports
300	10.24%	5.29%	Technology / Science Programs
19	0.65%	0.33%	XTRA
636	21.71%	11.21%	My children have not enrolled in any of these classes or camps.
374	12.77%	6.59%	Other (please specify)
2929	Respondents		
5673	Responses		

Q16. How often do you enroll in these classes or camps?

Count	Percent	
1057	36.78%	Once per year
579	20.15%	Twice per year
391	13.60%	Three times per year
847	29.47%	More than four times per year
2874	Respondents	

Q17. How often do you enroll your children in these programs?

Count	Percent	
549	18.50%	Once per year
686	23.11%	Twice per year
479	16.14%	Three times per year
646	21.77%	More than four times per year
608	20.49%	I do not enroll in any of the programs previously listed.

Q17. How often do you enroll your children in these programs?

Count	Percent
2968	Respondents

Q18. Please indicate your level of agreement with the following statements: - The RECenter system should offer a high frequency of activities, classes, and programs that are of greatest interest to me *even if* it negatively affects the RECenter system's financial performance.

Count	Percent	
304	6.28%	Strongly agree
560	11.56%	Agree
995	20.54%	Neither agree nor disagree
1759	36.31%	Disagree
751	15.50%	Strongly disagree
475	9.81%	I do not have enough information to answer this question.
4844	Respondents	

Q19. Please indicate your level of agreement with the following statements: - The RECenter system should provide a wide-ranging menu of activities, classes, and programs that are responsive to nearly all of my interests *even if* it negatively affects the RECenter system's financial performance.

Count	Percent	
305	6.34%	Strongly agree
677	14.07%	Agree
962	19.99%	Neither agree nor disagree
1733	36.01%	Disagree
705	14.65%	Strongly disagree
431	8.95%	I do not have enough information to answer this question.
4813	Respondents	

Q20. Please indicate your level of agreement with the following statements: - The RECenter system should provide services for people of all ages, abilities, and income levels *even if* it negatively affects the RECenter system's financial performance.

Count	Percent	
740	15.60%	Strongly agree
1440	30.35%	Agree
708	14.92%	Neither agree nor disagree
1012	21.33%	Disagree
487	10.27%	Strongly disagree
357	7.53%	I do not have enough information to answer this question.
4744		Respondents

Q21. Please indicate your level of agreement with the following statements: - The RECenter system should provide family care services such as pre-school programs and short-term/while you work out childcare.

Count	Percent	
556	20.36%	Strongly agree
906	33.17%	Agree
570	20.87%	Neither agree nor disagree
333	12.19%	Disagree
206	7.54%	Strongly disagree
160	5.86%	I do not have enough information to answer this question.
2731		Respondents

Q22. Please indicate your level of agreement with the following statements: - The RECenter should provide passes, programs, and services at prices similar to a private health club *for the same product offering*.

Count	Percent	
482	10.08%	Strongly agree
1010	21.12%	Agree
860	17.98%	Neither agree nor disagree
1273	26.62%	Disagree
644	13.47%	Strongly disagree

Q22. Please indicate your level of agreement with the following statements: - The RECenter should provide passes, programs, and services at prices similar to a private health club for the same product offering.

Count	Percent	
513	10.73%	I do not have enough information to answer this question.
4782		Respondents

Q23. Which RECenter do you most frequently utilize your existing or recently purchased pass?

Count	Percent	
256	16.71%	Audrey Moore
157	10.25%	Cub Run
24	1.57%	George Washington
161	10.51%	Lee District
135	8.81%	Mt Vernon
256	16.71%	Oak Marr
165	10.77%	Providence
247	16.12%	South Run
131	8.55%	Spring Hill
1532		Respondents

Q24. What type of RECenter pass have you purchased? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
759	51.49%	44.00%	Leisure Fitness Pass
427	28.97%	24.75%	Discount Fast Pass
192	13.03%	11.13%	Aqua Exercise Flex Pass
22	1.49%	1.28%	Ice Skating Pass
21	1.42%	1.22%	Racquetball Court Pass
304	20.62%	17.62%	Other
1474			Respondents
1725			Responses

Q25. What were your three most important considerations when deciding to purchase a RECenter pass? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
126	8.31%	2.97%	Atmosphere
105	6.93%	2.48%	Patrons at the RECenter are like me
294	19.39%	6.94%	Facility cleanliness
8	0.53%	0.19%	Facility curb appeal
1016	67.02%	23.97%	Facility location
323	21.31%	7.62%	Hours of operation
146	9.63%	3.45%	Staff quality
344	22.69%	8.12%	Value compared to competitor passes / memberships
273	18.01%	6.44%	Ability to access all RECenters
569	37.53%	13.43%	Affordability
325	21.44%	7.67%	Variety of fitness equipment
402	26.52%	9.49%	Quality of aquatics facilities
307	20.25%	7.24%	Variety of group exercise classes
1516	Respondents		
4238	Responses		

Q26. Please indicate your satisfaction level with your current or recent RECenter pass.

Count	Percent	
609	39.96%	Very satisfied
677	44.42%	Satisfied
164	10.76%	Neither satisfied nor dissatisfied
63	4.13%	Dissatisfied
11	0.72%	Very dissatisfied
1524	Respondents	

Q27. What are the primary reasons you are satisfied with your RECenter pass? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
71	5.61%	2.06%	Fun atmosphere
109	8.62%	3.16%	The other patrons are like me
223	17.63%	6.47%	Facility cleanliness
829	65.53%	24.06%	Facility location
286	22.61%	8.30%	Hours of operation
187	14.78%	5.43%	Staff quality
362	28.62%	10.51%	Good value in relation to those offered at competitive facilities
440	34.78%	12.77%	Affordability
263	20.79%	7.63%	High variety of fitness equipment
343	27.11%	9.96%	Quality of aquatics facilities
251	19.84%	7.29%	Variety of group exercise classes
81	6.40%	2.35%	High-quality programs
1265	Respondents		
3445	Responses		

Q28. What are the primary reasons you are not satisfied with your RECenter pass? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
15	21.13%	7.94%	The atmosphere is poor.
1	1.41%	0.53%	The other patrons are not like me.
23	32.39%	12.17%	The facility is not clean.
1	1.41%	0.53%	The facility is not in a convenient location.
14	19.72%	7.41%	The facility is overcrowded.
14	19.72%	7.41%	The facility hours are not ideal.
13	18.31%	6.88%	The staff is not helpful.
13	18.31%	6.88%	The quality of staff is poor.
21	29.58%	11.11%	There are limited group exercise programs available.
14	19.72%	7.41%	There is a shortage of fitness equipment.

Q28. What are the primary reasons you are not satisfied with your RECenter pass? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
15	21.13%	7.94%	Maintenance issues with the fitness equipment are not addressed in a timely manner.
26	36.62%	13.76%	The pass has poor value in relation to those offered at competitive facilities.
8	11.27%	4.23%	The quality of the programs included is poor.
11	15.49%	5.82%	The pass is unaffordable.
71	Respondents		
189	Responses		

Q29. Please indicate your level of agreement with the following statement:

I consider the aquatics facilities to be adequate for my needs.

Count	Percent	Response
351	23.17%	Strongly agree
604	39.87%	Agree
111	7.33%	Neither agree nor disagree
89	5.87%	Disagree
23	1.52%	Strongly disagree
337	22.24%	I do not use the aquatics facilities.
1515	Respondents	

Q30. Why are the aquatics facilities not adequate for your needs?

Count	Percent
102	100.00%
102	Respondents

Q31. Please indicate your level of agreement with the following statement:

I consider the multi-purpose rooms to be adequate for my needs.

Count	Percent	
122	8.15%	Strongly agree
421	28.12%	Agree
203	13.56%	Neither agree nor disagree
61	4.07%	Disagree
19	1.27%	Strongly disagree
671	44.82%	I don't use the multi-purpose rooms.
1497		Respondents

Q32. Please indicate your level of agreement with the following statement:

I consider the fitness facilities to be adequate for my needs.

Count	Percent	
318	21.12%	Strongly agree
718	47.68%	Agree
109	7.24%	Neither agree nor disagree
93	6.18%	Disagree
31	2.06%	Strongly disagree
237	15.74%	I don't use the fitness facilities.
1506		Respondents

Q33. Why are the fitness facilities not adequate for your needs?

Count	Percent
110	100.00%
110	Respondents

Q34. Please indicate your level of agreement with the following statement:

I consider the locker rooms to be adequate for my needs.

Count	Percent	
142	9.54%	Strongly agree
676	45.40%	Agree
373	25.05%	Neither agree nor disagree
225	15.11%	Disagree
73	4.90%	Strongly disagree
1489		Respondents

Q35. At which RECenter were you enrolled in a class or camp over the past 12 months?

Count	Percent	
222	16.93%	Audrey Moore
129	9.84%	Cub Run
9	0.69%	George Washington
207	15.79%	Lee District
100	7.63%	Mt Vernon
166	12.66%	Oak Marr
169	12.89%	Providence
194	14.80%	South Run
115	8.77%	Spring Hill
1311		Respondents

Q36. Which RECenter programs are you either currently enrolled in or have been at some point during the past 12 months? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
48	3.78%	2.31%	Adapted Program
564	44.44%	27.19%	Aquatics
10	0.79%	0.48%	Boating

Q36. Which RECenter programs are you either currently enrolled in or have been at some point during the past 12 months? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	Response
155	12.21%	7.47%	Dance
392	30.89%	18.90%	Exercise
75	5.91%	3.62%	Fine Arts
53	4.18%	2.56%	Ice Skating / Hockey
50	3.94%	2.41%	Martial Arts
89	7.01%	4.29%	Nature Programs
42	3.31%	2.03%	Performing Arts
29	2.29%	1.40%	Pet Obedience and Agility Training
236	18.60%	11.38%	Sports
45	3.55%	2.17%	Technology / Science Programs
13	1.02%	0.63%	XTRA
157	12.37%	7.57%	CAMPS
116	9.14%	5.59%	Other (please specify)
1269	Respondents		
2074	Responses		

Q37. How many minutes are you willing to drive to participate in the programs you participate in?

Count	Percent	Response
15	1.13%	Less than 5 minutes
223	16.77%	5 to 10 minutes
664	49.92%	11 to 15 minutes
428	32.18%	Longer than 15 minutes
1330	Respondents	

Q38. What were your three most important considerations when deciding to enroll in a RECenter class or camp? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
850	63.81%	23.00%	Affordability
89	6.68%	2.41%	Amenities included
69	5.18%	1.87%	Atmosphere
181	13.59%	4.90%	Facility cleanliness
5	0.38%	0.14%	Facility curb appeal
920	69.07%	24.90%	Facility location
875	65.69%	23.68%	Hours offered
515	38.66%	13.94%	Instructor quality
191	14.34%	5.17%	Value over competitor programs
1332	Respondents		
3695	Responses		

Q39. Please indicate your satisfaction level with your most recent RECenter class or camp.

Count	Percent	
617	46.32%	Very satisfied
590	44.29%	Satisfied
58	4.35%	Neither satisfied nor dissatisfied
51	3.83%	Dissatisfied
16	1.20%	Very dissatisfied
1332	Respondents	

Q40. Why are you satisfied with your most recent RECenter class or camp? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
577	48.41%	18.27%	Affordability
103	8.64%	3.26%	Atmosphere
78	6.54%	2.47%	Facility cleanliness

Q40. Why are you satisfied with your most recent RECenter class or camp? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
608	51.01%	19.25%	Hours offered
638	53.52%	20.20%	Facility Location
646	54.19%	20.46%	Instructor quality
164	13.76%	5.19%	Value over competitor programs
344	28.86%	10.89%	Quality of program content
1192	Respondents		
3158	Responses		

Q41. Why are you not satisfied with your existing RECenter class or camp? (SELECT UP TO THREE)

Count	Respondent %	Response %	Response
6	9.09%	4.80%	Affordability
4	6.06%	3.20%	Atmosphere
8	12.12%	6.40%	Facility cleanliness
4	6.06%	3.20%	Facility curb appeal
9	13.64%	7.20%	Hours the class is offered
12	18.18%	9.60%	I do not like the space the class is held in
47	71.21%	37.60%	Instructor quality
10	15.15%	8.00%	Poor value in relation to programs offered elsewhere
25	37.88%	20.00%	Quality of program content
66	Respondents		
125	Responses		

Q42. Are there additional RECenter classes or camps you are interested in but do not participate in? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	Response
24	1.94%	0.85%	Adapted Program

Q42. Are there additional RECenter classes or camps you are interested in but do not participate in? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
311	25.16%	11.00%	Aquatics
102	8.25%	3.61%	Boating
238	19.26%	8.42%	Dance
419	33.90%	14.82%	Exercise
248	20.06%	8.77%	Fine Arts
140	11.33%	4.95%	Ice Skating / Hockey
137	11.08%	4.85%	Martial Arts
250	20.23%	8.84%	Nature Programs
134	10.84%	4.74%	Performing Arts
99	8.01%	3.50%	Pet Obedience and Agility Training
204	16.50%	7.22%	Sports
190	15.37%	6.72%	Technology / Science Programs
26	2.10%	0.92%	XTRA
242	19.58%	8.56%	I am not interested in any additional programs
63	5.10%	2.23%	Other (please specify)
1236	Respondents		
2827	Responses		

Q43. Why do you not enroll in these classes or camps at a RECenter? (SELECT UP TO THREE)

Count	Respondent %	Response %	
236	22.71%	12.69%	I do not have time to participate in classes or camps.
305	29.36%	16.41%	I do not have time to participate in multiple classes or camps.
53	5.10%	2.85%	I was unaware the programs were offered.
55	5.29%	2.96%	More competitive pricing for this type of class or camp is offered elsewhere.
502	48.32%	27.00%	The programs are not offered at my preferred times.
457	43.98%	24.58%	The programs are not offered at my preferred RECenter location
112	10.78%	6.02%	The classes or camps I would like to participate in are not affordable.

Q43. Why do you not enroll in these classes or camps at a RECenter? (SELECT UP TO THREE)

Count	Respondent %	Response %	
139	13.38%	7.48%	Other (please specify)
1039	Respondents		
1859	Responses		

Q44. Please indicate your level of agreement with the following statements: - I consider the aquatics facilities to be adequate for my (or my team's) needs.

Count	Percent	
277	26.11%	Strongly agree
525	49.48%	Agree
80	7.54%	Neither agree nor disagree
69	6.50%	Disagree
22	2.07%	Strongly disagree
88	8.29%	I do not utilize these spaces and do not have an opinion.
1061	Respondents	

Q45. Please indicate your level of agreement with the following statements: - I consider the fitness facilities to be adequate for my (or my team's) needs.

Count	Percent	
161	15.25%	Strongly agree
390	36.93%	Agree
135	12.78%	Neither agree nor disagree
81	7.67%	Disagree
25	2.37%	Strongly disagree
264	25.00%	I do not utilize these spaces and do not have an opinion.
1056	Respondents	

Q46. Please indicate your level of agreement with the following statements: - I consider the multi-purpose rooms to be adequate for my (or my team's) needs.

Count	Percent	
108	10.29%	Strongly agree
375	35.71%	Agree
163	15.52%	Neither agree nor disagree
49	4.67%	Disagree
16	1.52%	Strongly disagree
339	32.29%	I do not utilize these spaces and do not have an opinion.
1050		Respondents

Q47. Please indicate your level of agreement with the following statements: - I consider the locker room facilities to be adequate for my (or my team's) needs.

Count	Percent	
149	14.23%	Strongly agree
482	46.04%	Agree
140	13.37%	Neither agree nor disagree
135	12.89%	Disagree
51	4.87%	Strongly disagree
90	8.60%	I do not utilize these spaces and do not have an opinion.
1047		Respondents

Q48. Please indicate your level of agreement with the following statement: - I consider the RECenter system to be a unique "brand" that maintains a consistent standard of facilities and service throughout the system.

Count	Percent	
719	15.44%	Strongly agree
1989	42.72%	Agree
909	19.52%	Neither agree nor disagree
392	8.42%	Disagree
133	2.86%	Strongly disagree

Q48. Please indicate your level of agreement with the following statement: - I consider the RECenter system to be a unique "brand" that maintains a consistent standard of facilities and service throughout the system.

Count	Percent	
514	11.04%	I do not have enough information to answer this question.
4656		Respondents

Q49. Please indicate your level of agreement with the following statement: - I consider myself to be fully aware of the RECenter passes, programs, promotions, and facility features.

Count	Percent	
652	14.02%	Strongly agree
2056	44.22%	Agree
878	18.88%	Neither agree nor disagree
763	16.41%	Disagree
160	3.44%	Strongly disagree
141	3.03%	I do not have enough information to answer this question.
4650		Respondents

Q50. What is your primary means of learning about RECenter passes, programs, promotions and facility features?

Count	Percent	
1259	26.69%	FCPA website
460	9.75%	I visit the facility and talk with staff members
69	1.46%	Mailers
2243	47.54%	Parktakes Magazine
50	1.06%	Print advertising
28	0.59%	Social media (Twitter, Facebook, etc.)
239	5.07%	Word of mouth / friends
18	0.38%	School flyers
352	7.46%	Emails from FCPA
4718		Respondents

Q51. How could the process of learning about RECenter passes, programs, promotions, and facility features be improved?

Count	Percent
1693	100.00%
1693	Respondents

Q52. Do you utilize social media (Twitter, Facebook, Instagram)?

Count	Percent	
2997	63.12%	Yes
1751	36.88%	No
4748		Respondents

Q53. Are you aware of FCPA's presence on social media (Twitter, Facebook, Instagram)?

Count	Percent	
777	26.29%	Yes
2179	73.71%	No
2956		Respondents

Q54. Please indicate your level of agreement with the following statement:

I consider the FCPA's existing social media posts to be effective at providing updates on passes, programs, promotions and facility features.

Count	Percent	
74	2.54%	Strongly agree
326	11.19%	Agree
2203	75.63%	Neither agree nor disagree
252	8.65%	Disagree
58	1.99%	Strongly disagree

Q54. Please indicate your level of agreement with the following statement:

I consider the FCPA's existing social media posts to be effective at providing updates on passes, programs, promotions and facility features.

Count	Percent
2913	Respondents

Q55. Please specify your age range.

Count	Percent	
27	0.58%	18 - 24
400	8.55%	25 - 34
1337	28.56%	35 - 44
1173	25.06%	45 - 54
941	20.10%	55 - 64
803	17.15%	65 or older
4681	Respondents	

Q56. Please indicate the type of school your children attend.

Count	Percent	
1855	70.64%	Public school
320	12.19%	Private school
65	2.48%	Homeschool
2	0.08%	Boarding School
384	14.62%	My child/children are not currently enrolled in school.
2626	Respondents	

Q57. Please specify your total household income range.

Count	Percent	
95	2.27%	Less than \$25,000
157	3.76%	\$25,000 - \$49,999

Q57. Please specify your total household income range.

Count	Percent	
369	8.83%	\$50,000 - \$74,999
611	14.61%	\$75,000 - \$99,999
1187	28.39%	\$100,000 - \$149,999
1762	42.14%	\$150,000 or more
4181		Respondents

Q58. Please indicate whether you rent or own your current residence.

Count	Percent	
503	11.01%	Rent
4065	88.99%	Own
4568		Respondents

Q59. Please indicate the highest level of educational attainment in your household.

Count	Percent	
10	0.22%	Some high school, no diploma
63	1.36%	High school diploma or GED
210	4.55%	Some college, no degree
125	2.71%	Associate degree
1284	27.79%	Bachelor's degree
2928	63.38%	Graduate or professional degree
4620		Respondents

Q60. Please provide your ethnicity: (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
208	4.68%	4.34%	African American
441	9.92%	9.19%	Asian
3649	82.11%	76.07%	Caucasian

Q60. Please provide your ethnicity: (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	Response
291	6.55%	6.07%	Hispanic
208	4.68%	4.34%	Other (please specify)
4444	Respondents		
4797	Responses		

Q61. Please provide the zip code for your current place of residence.

Count	Percent
4535	100.00%
4535	Respondents

EXHIBIT E – BASELINE FINANCIAL MODEL

System Square Feet		550,722				
	2012	2013	2014	2015	2016	Three-Year Average
Admissions	298,530	267,632	244,911	249,695	248,460	247,689
Admission Revenue	\$2,490,573	\$2,372,191	\$2,261,252	\$2,309,517	\$2,271,164	\$2,280,644
Revenue / Person Admitted	\$8.34	\$8.86	\$9.23	\$9.25	\$9.14	\$9.21
Revenue Growth		-5%	-5%	2%	-2%	-1%
DFP / LFP Sold	26,794	28,513	26,022	29,328	29,323	\$28,224
DFP / LFP Revenue	\$6,596,445	\$6,747,265	\$6,365,690	\$6,422,913	\$6,731,297	\$6,506,633
Revenue / Pass Sold	\$246.19	\$236.64	\$244.63	\$219.00	\$229.56	\$231.06
Revenue Growth		2%	-6%	1%	5%	0%
Program Attendance	380,460	381,949	358,441	340,997	345,074	348,171
Attendance / Enrollee	3.5	3.3	3.2	2.9	3.2	3.1
Program Revenue	\$13,123,334	\$13,804,770	\$13,947,670	\$14,801,454	\$15,237,100	\$14,662,074
Revenue / Enrollee	\$119.68	\$119.99	\$124.94	\$127.52	\$141.30	\$131.25
Revenue Growth		5%	1%	6%	3%	3%
Rentals / Pro Shop	\$2,807,459	\$2,960,292	\$3,111,481	\$3,272,984	\$3,505,189	\$3,296,551
Revenue Growth		5%	5%	5%	7%	6%
Personnel Expense	\$13,667,623	\$14,341,600	\$15,198,548	\$15,297,319	\$15,449,851	\$15,315,239
Operating Expense	\$6,943,392	\$6,647,540	\$7,158,445	\$7,640,656	\$8,318,053	\$7,705,718
Total Expenses	\$20,611,015	\$20,989,140	\$22,356,993	\$22,937,975	\$23,767,903	\$23,020,957
Expense / SQ FT	\$37.43	\$38.11	\$40.60	\$41.65	\$43.16	\$41.80
Expense Growth		2%	7%	3%	4%	4%
Administrative Cost	\$1,581,923	\$2,123,800	\$1,733,316	\$2,021,235	\$2,189,465	\$1,981,338.38
Expense Growth		34%	-18%	17%	8%	2%

EXHIBIT E.1: Baseline Financial Model - Existing Conditions

FAIRFAX COUNTY PARK AUTHORITY SYSTEM-WIDE SUSTAINABILITY PLAN | EXHIBITS

	2017	2018	2019	2020	2021	2022
Admissions	253,557	250,735	248,084	245,598	243,275	241,109
Growth	-	-1.1%	-1.1%	-1.0%	-0.9%	-0.9%
DFP / LFP Sold	29,747	29,788	29,840	29,903	29,932	29,971
Growth	-	0.1%	0.2%	0.2%	0.1%	0.1%
Program Enrollment	113,322	114,505	115,715	116,952	118,217	119,510
Growth	-	1.0%	1.1%	1.1%	1.1%	1.1%
Administrative Revenue	\$470,000	\$480,000	\$500,000	\$510,000	\$530,000	\$540,000
Revenue / Person Admitted	\$9.66	\$9.66	\$9.65	\$9.65	\$9.65	\$9.65
Inflation / Increase		0.0%	0.0%	0.0%	0.0%	0.0%
Admissions Revenue	\$2,448,747	\$2,421,019	\$2,395,005	\$2,370,667	\$2,347,965	\$2,326,862
Revenue DFP / LFP Sold	\$242.33	\$245.73	\$249.20	\$252.74	\$256.31	\$259.95
Pass Revenue Growth		1.4%	1.4%	1.4%	1.4%	1.4%
DFP / LFP Revenue	\$7,208,589	\$7,319,835	\$7,436,180	\$7,557,755	\$7,672,077	\$7,791,021
Revenue / Program Enrollee	\$141.55	\$145.39	\$149.32	\$153.36	\$157.50	\$161.76
Revenue / Program Enrollee Growth		2.7%	2.7%	2.7%	2.7%	2.7%
Program Revenue	\$16,041,228	\$16,647,321	\$17,278,344	\$17,935,369	\$18,619,515	\$19,331,950
Rentals / Pro Shop	\$3,536,655	\$3,631,504	\$3,729,221	\$3,829,897	\$3,931,154	\$4,035,440
Rentals / Pro Shop Growth		2.7%	2.7%	2.7%	2.6%	2.7%
Expenses	\$44.55	\$45.96	\$47.43	\$48.94	\$50.50	\$52.12
Expense Growth		3.2%	3.2%	3.2%	3.2%	3.2%
Site-Level Expenses	\$24,532,165	\$25,312,753	\$26,119,145	\$26,952,224	\$27,812,903	\$28,702,130
Administrative Expenses	\$2,300,000	\$2,415,000	\$2,535,750	\$2,662,538	\$2,795,664	\$2,935,448
Administrative Expense Growth Est.	-	5%	5%	5%	5%	5%

EXHIBIT E.2: Baseline Financial Model – 2017 - 2022

Fairfax County Park Authority
 System-wide RECenter Sustainability Plan
 Financial Analysis

	2016	2017	2018	2019	2020	2021	2022	2023
Total Revenue	\$28,358,114	\$29,710,000	\$30,500,000	\$31,340,000	\$32,200,000	\$33,100,000	\$34,030,000	\$34,970,000
Total Expenses	\$25,975,482	\$26,830,000	\$27,730,000	\$28,650,000	\$29,610,000	\$30,610,000	\$31,640,000	\$32,700,000
Net Operating Income	<u>\$2,382,632</u>	<u>\$2,880,000</u>	<u>\$2,770,000</u>	<u>\$2,690,000</u>	<u>\$2,590,000</u>	<u>\$2,490,000</u>	<u>\$2,390,000</u>	<u>\$2,270,000</u>
System-Wide Recovery	109.2%	110.7%	110.0%	109.4%	108.7%	108.1%	107.6%	106.9%
<i>Continued</i>		2024	2025	2026	2027	2028	2029	2030
Total Revenue		\$35,930,000	\$36,920,000	\$37,940,000	\$38,980,000	\$40,050,000	\$41,150,000	\$42,280,000
Total Expenses		\$33,800,000	\$34,930,000	\$36,100,000	\$37,310,000	\$38,560,000	\$39,850,000	\$41,190,000
Net Operating Income		<u>\$2,130,000</u>	<u>\$1,990,000</u>	<u>\$1,840,000</u>	<u>\$1,670,000</u>	<u>\$1,490,000</u>	<u>\$1,300,000</u>	<u>\$1,090,000</u>
System-Wide Recovery		106.3%	105.7%	105.1%	104.5%	103.9%	103.3%	102.6%

EXHIBIT E.3: Baseline Financial Model – System-wide Recovery – 2016-2030

EXHIBIT F – FINANCIAL MODELS

Mt Vernon Pro Forma

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$310,000	\$320,000	\$330,000	\$390,000	\$460,000	\$500,000	\$500,000	\$510,000
Passes	\$520,000	\$530,000	\$550,000	\$650,000	\$760,000	\$830,000	\$860,000	\$890,000
Programs	\$1,330,000	\$1,400,000	\$1,470,000	\$1,760,000	\$2,060,000	\$2,260,000	\$2,340,000	\$2,420,000
Rentals	\$730,000	\$740,000	\$760,000	\$770,000	\$790,000	\$800,000	\$820,000	\$840,000
Revenue	\$2,890,000	\$2,990,000	\$3,110,000	\$3,570,000	\$4,070,000	\$4,390,000	\$4,520,000	\$4,660,000
Non-Personnel	\$760,000	\$780,000	\$800,000	\$1,000,000	\$1,030,000	\$1,070,000	\$1,100,000	\$1,130,000
Full-Time Personnel	\$680,000	\$710,000	\$730,000	\$760,000	\$780,000	\$810,000	\$840,000	\$870,000
Part-Time Personnel	\$1,040,000	\$1,080,000	\$1,120,000	\$1,470,000	\$1,520,000	\$1,570,000	\$1,630,000	\$1,680,000
Expenses	\$2,480,000	\$2,570,000	\$2,650,000	\$3,230,000	\$3,330,000	\$3,450,000	\$3,570,000	\$3,680,000
Net Operating Income	\$410,000	\$420,000	\$460,000	\$340,000	\$740,000	\$940,000	\$950,000	\$980,000
Cost Recovery	117%	116%	117%	111%	122%	127%	127%	127%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$2,890,000	\$2,990,000	\$3,100,000	\$3,210,000	\$3,330,000	\$3,450,000	\$3,560,000	\$3,670,000
Status Quo Expenses	\$2,480,000	\$2,560,000	\$2,650,000	\$2,730,000	\$2,820,000	\$2,910,000	\$3,010,000	\$3,110,000
Net Operating Income	\$410,000	\$430,000	\$450,000	\$480,000	\$510,000	\$540,000	\$550,000	\$560,000
Improved Performance	\$0	-\$10,000	\$10,000	-\$140,000	\$230,000	\$400,000	\$400,000	\$420,000

Net Present value of Incremental revenue @ 3.75%	\$4,313,602
CAGR SQ Revenue	3.47%
CAGR SQ Expense	3.29%

EXHIBIT F.1: Mt. Vernon Pro Forma

Lee District Pro Forma

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$320,000	\$310,000	\$290,000	\$280,000	\$270,000	\$260,000	\$250,000	\$240,000
Passes	\$700,000	\$670,000	\$650,000	\$630,000	\$610,000	\$720,000	\$840,000	\$890,000
Programs	\$2,450,000	\$2,580,000	\$2,710,000	\$2,840,000	\$2,990,000	\$3,200,000	\$3,420,000	\$3,620,000
Rentals	\$470,000	\$480,000	\$500,000	\$520,000	\$540,000	\$570,000	\$590,000	\$610,000
Revenue	\$3,940,000	\$4,040,000	\$4,150,000	\$4,270,000	\$4,410,000	\$4,750,000	\$5,100,000	\$5,360,000
Non-Personnel	\$1,200,000	\$1,240,000	\$1,280,000	\$1,310,000	\$1,350,000	\$1,390,000	\$1,440,000	\$1,480,000
Full-Time Personnel	\$810,000	\$840,000	\$870,000	\$900,000	\$930,000	\$960,000	\$1,000,000	\$1,030,000
Part-Time Personnel	\$1,390,000	\$1,440,000	\$1,490,000	\$1,540,000	\$1,600,000	\$1,670,000	\$1,730,000	\$1,790,000
Expenses	\$3,400,000	\$3,520,000	\$3,640,000	\$3,750,000	\$3,880,000	\$4,020,000	\$4,170,000	\$4,300,000
Net Operating Income	\$540,000	\$520,000	\$510,000	\$520,000	\$530,000	\$730,000	\$930,000	\$1,060,000
Cost Recovery	116%	115%	114%	114%	114%	118%	122%	125%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$3,930,000	\$4,040,000	\$4,160,000	\$4,280,000	\$4,420,000	\$4,560,000	\$4,710,000	\$4,880,000
Status Quo Expenses	\$3,400,000	\$3,500,000	\$3,590,000	\$3,690,000	\$3,790,000	\$3,900,000	\$4,000,000	\$4,110,000
Net Operating Income	\$530,000	\$540,000	\$570,000	\$590,000	\$630,000	\$660,000	\$710,000	\$770,000
Improved Performance	\$10,000	-\$20,000	-\$60,000	-\$70,000	-\$100,000	\$70,000	\$220,000	\$290,000

Net Present value of Incremental revenue @ 4%	\$2,004,426
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CAGR SQ Revenue	3.1413%
CAGR SQ Expense	2.7463%

EXHIBIT F.2: Lee District Pro Forma

Oak Marr Pro Forma

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$320,000	\$330,000	\$330,000	\$340,000	\$350,000	\$380,000	\$420,000	\$450,000
Passes	\$1,320,000	\$1,360,000	\$1,400,000	\$1,450,000	\$1,490,000	\$1,580,000	\$1,670,000	\$1,740,000
Programs	\$2,300,000	\$2,400,000	\$2,490,000	\$2,590,000	\$2,700,000	\$3,090,000	\$3,510,000	\$3,790,000
Rentals	\$580,000	\$600,000	\$620,000	\$630,000	\$650,000	\$720,000	\$790,000	\$830,000
Revenue	\$4,520,000	\$4,690,000	\$4,840,000	\$5,010,000	\$5,190,000	\$5,770,000	\$6,390,000	\$6,810,000
Non-Personnel	\$990,000	\$1,020,000	\$1,050,000	\$1,080,000	\$1,110,000	\$1,440,000	\$1,480,000	\$1,530,000
Full-Time Personnel	\$750,000	\$770,000	\$800,000	\$830,000	\$860,000	\$890,000	\$920,000	\$950,000
Part-Time Personnel	\$1,770,000	\$1,840,000	\$1,900,000	\$1,970,000	\$2,040,000	\$2,410,000	\$2,500,000	\$2,580,000
Expenses	\$3,510,000	\$3,630,000	\$3,750,000	\$3,880,000	\$4,010,000	\$4,740,000	\$4,900,000	\$5,060,000
Net Operating Income	\$1,010,000	\$1,060,000	\$1,090,000	\$1,130,000	\$1,180,000	\$1,030,000	\$1,490,000	\$1,750,000
Cost Recovery	129%	129%	129%	129%	129%	122%	130%	135%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$4,530,000	\$4,690,000	\$4,850,000	\$5,020,000	\$5,200,000	\$5,390,000	\$5,580,000	\$5,780,000
Status Quo Expenses	\$3,500,000	\$3,640,000	\$3,770,000	\$3,910,000	\$4,060,000	\$4,210,000	\$4,370,000	\$4,540,000
Net Operating Income	\$1,030,000	\$1,050,000	\$1,080,000	\$1,110,000	\$1,140,000	\$1,180,000	\$1,210,000	\$1,240,000
Improved Performance	-\$20,000	\$10,000	\$10,000	\$20,000	\$40,000	-\$150,000	\$280,000	\$510,000

Net Present value of Incremental revenue @ 4%	\$5,117,467
CAGR SQ Revenue	3.5425%
CAGR SQ Expense	3.7866%

EXHIBIT F.3: Oak Marr Pro Forma

Audrey Moore Pro Forma

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$250,000	\$240,000	\$230,000	\$230,000	\$230,000	\$220,000	\$220,000	\$210,000
Passes	\$910,000	\$910,000	\$920,000	\$1,030,000	\$1,140,000	\$1,260,000	\$1,350,000	\$1,380,000
Programs	\$1,960,000	\$2,020,000	\$2,080,000	\$2,210,000	\$2,360,000	\$2,510,000	\$2,640,000	\$2,720,000
Rentals	\$540,000	\$550,000	\$570,000	\$590,000	\$610,000	\$620,000	\$640,000	\$660,000
Revenue	\$3,660,000	\$3,720,000	\$3,800,000	\$4,060,000	\$4,340,000	\$4,610,000	\$4,850,000	\$4,970,000
Non-Personnel	\$1,100,000	\$1,130,000	\$1,170,000	\$1,200,000	\$1,240,000	\$1,280,000	\$1,320,000	\$1,360,000
Full-Time Personnel	\$580,000	\$600,000	\$620,000	\$640,000	\$660,000	\$690,000	\$710,000	\$730,000
Part-Time Personnel	\$1,420,000	\$1,470,000	\$1,520,000	\$1,670,000	\$1,730,000	\$1,790,000	\$1,850,000	\$1,920,000
Expenses	\$3,100,000	\$3,200,000	\$3,310,000	\$3,510,000	\$3,630,000	\$3,760,000	\$3,880,000	\$4,010,000
Net Operating Income	\$560,000	\$520,000	\$490,000	\$550,000	\$710,000	\$850,000	\$970,000	\$960,000
Cost Recovery	118%	116%	115%	116%	120%	123%	125%	124%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$3,650,000	\$3,720,000	\$3,790,000	\$3,860,000	\$3,930,000	\$4,010,000	\$4,090,000	\$4,170,000
Status Quo Expenses	\$3,050,000	\$3,130,000	\$3,220,000	\$3,310,000	\$3,400,000	\$3,490,000	\$3,590,000	\$3,690,000
Net Operating Income	\$600,000	\$590,000	\$570,000	\$550,000	\$530,000	\$520,000	\$500,000	\$480,000
Improved Performance	-\$40,000	-\$70,000	-\$80,000	\$0	\$180,000	\$330,000	\$470,000	\$480,000

Net Present value of Incremental revenue @ 4%	\$7,046,707
CAGR SQ Revenue	1.9209%
CAGR SQ Expense	2.7586%

EXHIBIT F.4: Audrey Moore Pro Forma

South Run Pro Forma

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$410,000	\$400,000	\$390,000	\$390,000	\$380,000	\$370,000	\$360,000	\$360,000
Passes	\$1,150,000	\$1,150,000	\$1,150,000	\$1,290,000	\$1,380,000	\$1,430,000	\$1,460,000	\$1,490,000
Programs	\$2,250,000	\$2,340,000	\$2,430,000	\$3,030,000	\$3,410,000	\$3,630,000	\$3,780,000	\$3,930,000
Rentals	\$240,000	\$250,000	\$260,000	\$330,000	\$380,000	\$400,000	\$410,000	\$420,000
Revenue	\$4,050,000	\$4,140,000	\$4,230,000	\$5,040,000	\$5,550,000	\$5,830,000	\$6,010,000	\$6,200,000
Non-Personnel	\$1,080,000	\$1,110,000	\$1,140,000	\$1,570,000	\$1,620,000	\$1,660,000	\$1,710,000	\$1,770,000
Full-Time Personnel	\$680,000	\$710,000	\$730,000	\$760,000	\$780,000	\$810,000	\$840,000	\$870,000
Part-Time Personnel	\$1,200,000	\$1,240,000	\$1,280,000	\$1,760,000	\$1,830,000	\$1,890,000	\$1,960,000	\$2,020,000
Expenses	\$2,960,000	\$3,060,000	\$3,150,000	\$4,090,000	\$4,230,000	\$4,360,000	\$4,510,000	\$4,660,000
Net Operating Income	\$1,090,000	\$1,080,000	\$1,080,000	\$950,000	\$1,320,000	\$1,470,000	\$1,500,000	\$1,540,000
Cost Recovery	137%	135%	134%	123%	131%	134%	133%	133%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$4,050,000	\$4,140,000	\$4,240,000	\$4,340,000	\$4,440,000	\$4,550,000	\$4,670,000	\$4,790,000
Status Quo Expenses	\$2,960,000	\$3,070,000	\$3,200,000	\$3,320,000	\$3,460,000	\$3,600,000	\$3,740,000	\$3,890,000
Net Operating Income	\$1,090,000	\$1,070,000	\$1,040,000	\$1,020,000	\$980,000	\$950,000	\$930,000	\$900,000
Improved Performance	\$0	\$10,000	\$40,000	-\$70,000	\$340,000	\$520,000	\$570,000	\$640,000

Net Present value of Incremental revenue @ 4%	\$10,381,469
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CAGR SQ Revenue 2.4263%

CAGR SQ Expense 3.9803%

EXHIBIT F.5: South Run Pro Forma

Spring Hill Pro Forma

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$190,000	\$190,000	\$200,000	\$200,000	\$200,000	\$200,000	\$210,000	\$210,000
Passes	\$1,100,000	\$1,140,000	\$1,190,000	\$1,240,000	\$1,270,000	\$1,400,000	\$1,440,000	\$1,480,000
Programs	\$2,390,000	\$2,490,000	\$2,590,000	\$2,690,000	\$2,800,000	\$2,970,000	\$3,090,000	\$3,290,000
Rentals	\$230,000	\$230,000	\$240,000	\$250,000	\$250,000	\$360,000	\$370,000	\$380,000
Revenue	\$3,910,000	\$4,050,000	\$4,220,000	\$4,380,000	\$4,520,000	\$4,930,000	\$5,110,000	\$5,360,000
Non-Personnel	\$1,100,000	\$1,140,000	\$1,170,000	\$1,210,000	\$1,240,000	\$1,390,000	\$1,430,000	\$1,470,000
Full-Time Personnel	\$600,000	\$620,000	\$650,000	\$670,000	\$690,000	\$720,000	\$740,000	\$770,000
Part-Time Personnel	\$1,330,000	\$1,370,000	\$1,420,000	\$1,470,000	\$1,520,000	\$1,820,000	\$1,880,000	\$1,950,000
Expenses	\$3,030,000	\$3,130,000	\$3,240,000	\$3,350,000	\$3,450,000	\$3,930,000	\$4,050,000	\$4,190,000
Net Operating Income	\$880,000	\$920,000	\$980,000	\$1,030,000	\$1,070,000	\$1,000,000	\$1,060,000	\$1,170,000
Cost Recovery	129%	129%	130%	131%	131%	125%	126%	128%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$3,900,000	\$4,050,000	\$4,210,000	\$4,370,000	\$4,530,000	\$4,690,000	\$4,860,000	\$5,030,000
Status Quo Expenses	\$3,020,000	\$3,140,000	\$3,270,000	\$3,400,000	\$3,530,000	\$3,680,000	\$3,820,000	\$3,980,000
Net Operating Income	\$880,000	\$910,000	\$940,000	\$970,000	\$1,000,000	\$1,010,000	\$1,040,000	\$1,050,000
Improved Performance	\$0	\$10,000	\$40,000	\$60,000	\$70,000	-\$10,000	\$20,000	\$120,000

Net Present value of Incremental revenue @ 4%	\$1,608,185
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CAGR SQ Revenue	3.7018%
CAGR SQ Expense	4.0220%

EXHIBIT F.6: Spring Hill Pro Forma

Cub Run

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$360,000	\$350,000	\$340,000	\$330,000	\$320,000	\$310,000	\$300,000	\$290,000
Passes	\$820,000	\$830,000	\$840,000	\$850,000	\$870,000	\$970,000	\$990,000	\$1,000,000
Programs	\$1,420,000	\$1,440,000	\$1,450,000	\$1,470,000	\$1,480,000	\$1,550,000	\$1,570,000	\$1,580,000
Rentals	\$380,000	\$390,000	\$390,000	\$400,000	\$410,000	\$440,000	\$450,000	\$460,000
Revenue	\$2,980,000	\$3,010,000	\$3,020,000	\$3,050,000	\$3,080,000	\$3,270,000	\$3,310,000	\$3,330,000
Non-Personnel	\$1,240,000	\$1,280,000	\$1,320,000	\$1,350,000	\$1,400,000	\$1,440,000	\$1,480,000	\$1,520,000
Full-Time Personnel	\$590,000	\$610,000	\$630,000	\$650,000	\$680,000	\$700,000	\$720,000	\$750,000
Part-Time Personnel	\$1,090,000	\$1,130,000	\$1,170,000	\$1,210,000	\$1,250,000	\$1,230,000	\$1,280,000	\$1,320,000
Expenses	\$2,920,000	\$3,020,000	\$3,120,000	\$3,210,000	\$3,330,000	\$3,370,000	\$3,480,000	\$3,590,000
Net Operating Income	\$60,000	-\$10,000	-\$100,000	-\$160,000	-\$250,000	-\$100,000	-\$170,000	-\$260,000
Cost Recovery	102%	100%	97%	95%	92%	97%	95%	93%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$2,980,000	\$3,010,000	\$3,030,000	\$3,050,000	\$3,080,000	\$3,100,000	\$3,130,000	\$3,160,000
Status Quo Expenses	\$2,930,000	\$2,990,000	\$3,060,000	\$3,130,000	\$3,200,000	\$3,270,000	\$3,340,000	\$3,420,000
Net Operating Income	\$50,000	\$20,000	-\$30,000	-\$80,000	-\$120,000	-\$170,000	-\$210,000	-\$260,000
Improved Performance	\$10,000	-\$30,000	-\$70,000	-\$80,000	-\$130,000	\$70,000	\$40,000	\$0

Net Present value of Incremental revenue @ 4%	\$1,750,884
------------------------------------------------------	--------------------

CAGR SQ Revenue	0.8414%
CAGR SQ Expense	2.2337%

EXHIBIT F.7: Cub Run Pro Forma

Providence

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$250,000	\$250,000	\$240,000	\$250,000	\$260,000	\$260,000	\$260,000	\$260,000
Passes	\$610,000	\$630,000	\$650,000	\$660,000	\$690,000	\$710,000	\$730,000	\$750,000
Programs	\$1,740,000	\$1,790,000	\$1,850,000	\$2,200,000	\$2,570,000	\$2,800,000	\$2,880,000	\$2,970,000
Rentals	\$200,000	\$200,000	\$210,000	\$230,000	\$260,000	\$270,000	\$280,000	\$280,000
Revenue	\$2,800,000	\$2,870,000	\$2,950,000	\$3,340,000	\$3,780,000	\$4,040,000	\$4,150,000	\$4,260,000
Non-Personnel	\$880,000	\$900,000	\$930,000	\$1,060,000	\$1,100,000	\$1,130,000	\$1,160,000	\$1,200,000
Full-Time Personnel	\$800,000	\$830,000	\$860,000	\$890,000	\$920,000	\$950,000	\$990,000	\$1,020,000
Part-Time Personnel	\$880,000	\$910,000	\$940,000	\$1,230,000	\$1,270,000	\$1,310,000	\$1,360,000	\$1,410,000
Expenses	\$2,560,000	\$2,640,000	\$2,730,000	\$3,180,000	\$3,290,000	\$3,390,000	\$3,510,000	\$3,630,000
Net Operating Income	\$240,000	\$230,000	\$220,000	\$160,000	\$490,000	\$650,000	\$640,000	\$630,000
Cost Recovery	109%	109%	108%	105%	115%	119%	118%	117%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$2,800,000	\$2,870,000	\$2,950,000	\$3,020,000	\$3,100,000	\$3,180,000	\$3,270,000	\$3,350,000
Status Quo Expenses	\$2,550,000	\$2,620,000	\$2,690,000	\$2,770,000	\$2,840,000	\$2,920,000	\$3,000,000	\$3,080,000
Net Operating Income	\$250,000	\$250,000	\$260,000	\$250,000	\$260,000	\$260,000	\$270,000	\$270,000
Improved Performance	-\$10,000	-\$20,000	-\$40,000	-\$90,000	\$230,000	\$390,000	\$370,000	\$360,000

Net Present value of Incremental revenue @ 4%	\$4,262,738
------------------------------------------------------	--------------------

CAGR SQ Revenue 2.5951%

CAGR SQ Expense 2.7344%

EXHIBIT F.8: Providence Pro Forma

George Washington

	Baseline							
	2017	2018	2019	2020	2021	2022	2023	2024
Admissions	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Passes	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Programs	\$190,000	\$200,000	\$210,000	\$220,000	\$240,000	\$250,000	\$260,000	\$270,000
Rentals	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
Revenue	\$490,000	\$500,000	\$510,000	\$520,000	\$540,000	\$550,000	\$560,000	\$570,000
Non-Personnel	\$220,000	\$230,000	\$240,000	\$240,000	\$250,000	\$260,000	\$270,000	\$270,000
Full-Time Personnel	\$120,000	\$120,000	\$130,000	\$130,000	\$140,000	\$140,000	\$140,000	\$150,000
Part-Time Personnel	\$270,000	\$280,000	\$290,000	\$300,000	\$310,000	\$320,000	\$330,000	\$340,000
Expenses	\$610,000	\$630,000	\$660,000	\$670,000	\$700,000	\$720,000	\$740,000	\$760,000
Net Operating Income	-\$120,000	-\$130,000	-\$150,000	-\$150,000	-\$160,000	-\$170,000	-\$180,000	-\$190,000
Cost Recovery	80.33%	79.37%	77.27%	77.61%	77.14%	76.39%	75.68%	75.00%

	2017	2018	2019	2020	2021	2022	2023	2024
Status Quo Revenue	\$500,000	\$510,000	\$520,000	\$530,000	\$540,000	\$550,000	\$566,500	\$583,495
Status Quo Expenses	\$640,000	\$650,000	\$670,000	\$690,000	\$710,000	\$720,000	\$741,600	\$763,848
Net Operating Income	-\$140,000	-\$140,000	-\$150,000	-\$160,000	-\$170,000	-\$170,000	-\$180,000	-\$180,000
Improved Performance	\$20,000	\$10,000	\$0	\$10,000	\$10,000	\$0	\$0	-\$10,000

Net Present value of Incremental revenue @ 4%	\$301,584
------------------------------------------------------	------------------

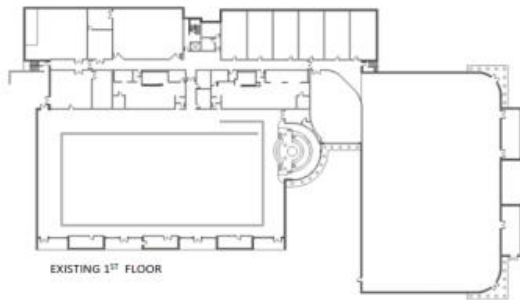
CAGR SQ Revenue	2.2306%
CAGR SQ Expense	2.5594%

EXHIBIT F.9: George Washington Pro Forma

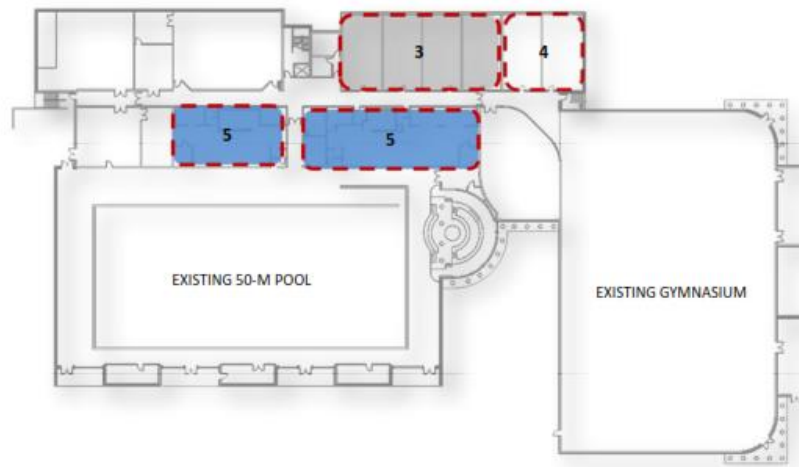
EXHIBIT G – HUGHES GROUP CONCEPTS



EXHIBIT G.1: Lee District Concept 1/2



SITE PLAN



- 3 CONVERT DOUBLE HEIGHT RACQUETBALL COURTS TO SINGLE HEIGHT MULTI-PURPOSE ROOMS
- 4 MAINTAIN 2 EXISTING RACQUETBALL COURTS
- 5 RENOVATE EXISTING LOCKER ROOMS



1ST FLOOR CONCEPT PLAN

LEE RECreation CENTER

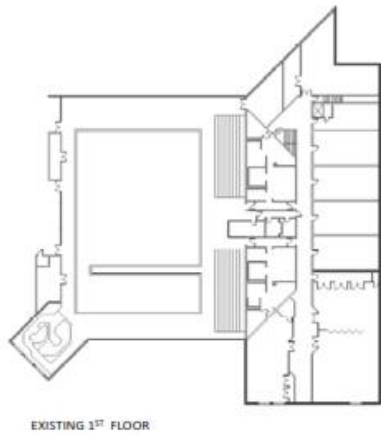
CONCEPT STUDY



EXHIBIT G.2: Lee District Concept 2/2

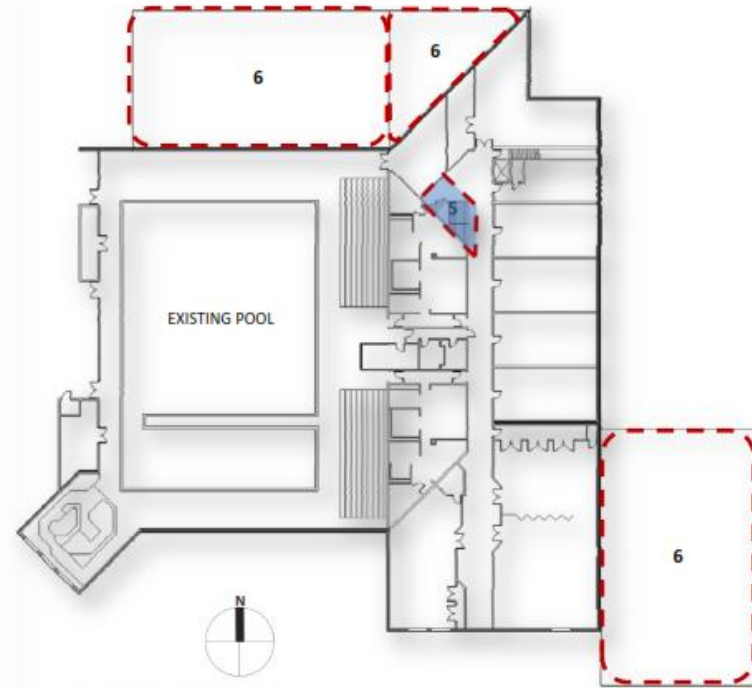


SITE PLAN



EXISTING 1ST FLOOR

- 5 RENOVATE CIRCULATION
- 6 ADDITIONS ABOVE



1ST FLOOR CONCEPT PLAN

PROVIDENCE REcreation CENTER

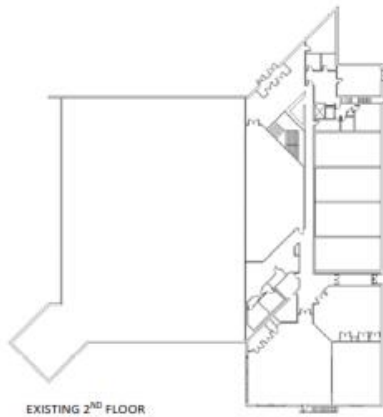
CONCEPT STUDY



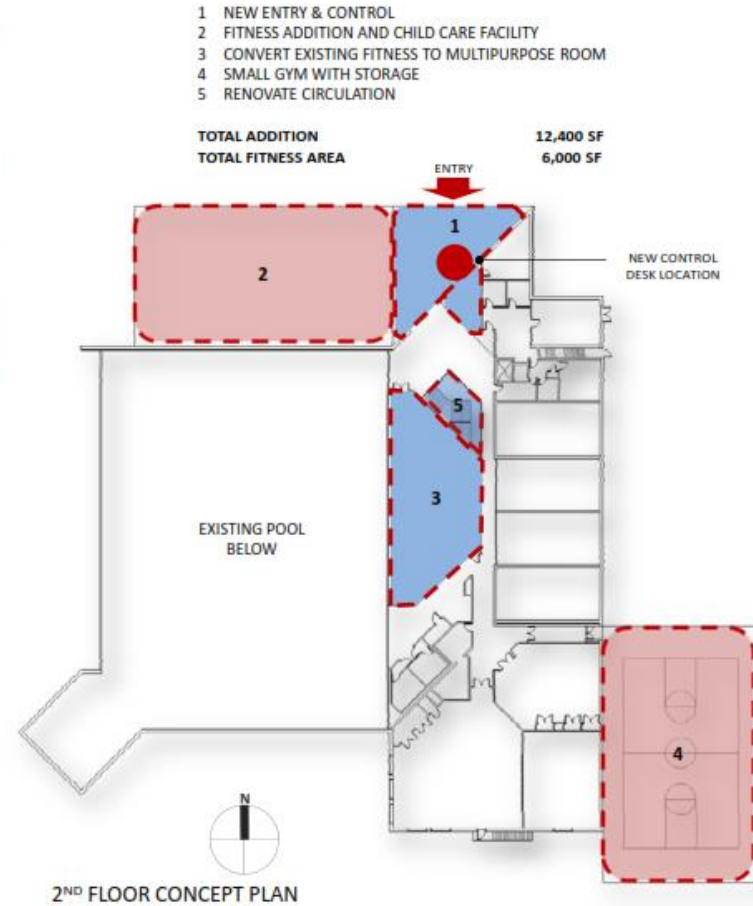
EXHIBIT G.3: Providence Concept 1/2



SITE PLAN



EXISTING 2ND FLOOR



PROVIDENCE RECreation CENTER

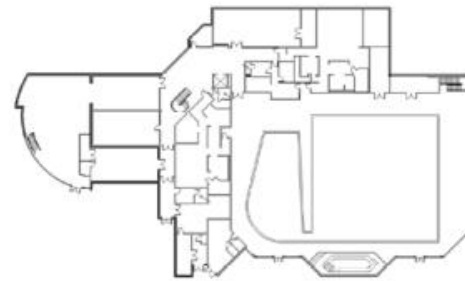
CONCEPT STUDY



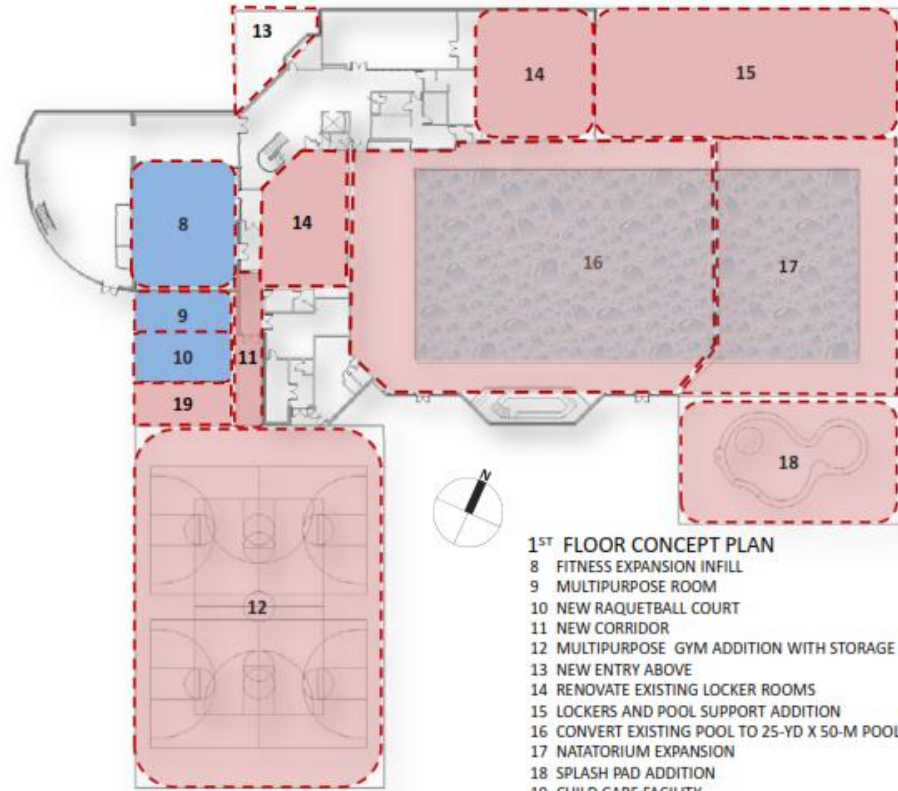
EXHIBIT G.4: Providence Concept 2/2



SITE PLAN



EXISTING 1ST FLOOR



- 1ST FLOOR CONCEPT PLAN**
- 8 FITNESS EXPANSION INFILL
 - 9 MULTIPURPOSE ROOM
 - 10 NEW RAQUETBALL COURT
 - 11 NEW CORRIDOR
 - 12 MULTIPURPOSE GYM ADDITION WITH STORAGE
 - 13 NEW ENTRY ABOVE
 - 14 RENOVATE EXISTING LOCKER ROOMS
 - 15 LOCKERS AND POOL SUPPORT ADDITION
 - 16 CONVERT EXISTING POOL TO 25-YD X 50-M POOL
 - 17 NATATORIUM EXPANSION
 - 18 SPLASH PAD ADDITION
 - 19 CHILD CARE FACILITY

TOTAL ADDITION 38,655 SF
EXPANDED FITNESS AREA 4,600 SF

SOUTH RUN REcreation CENTER **CONCEPT STUDY**



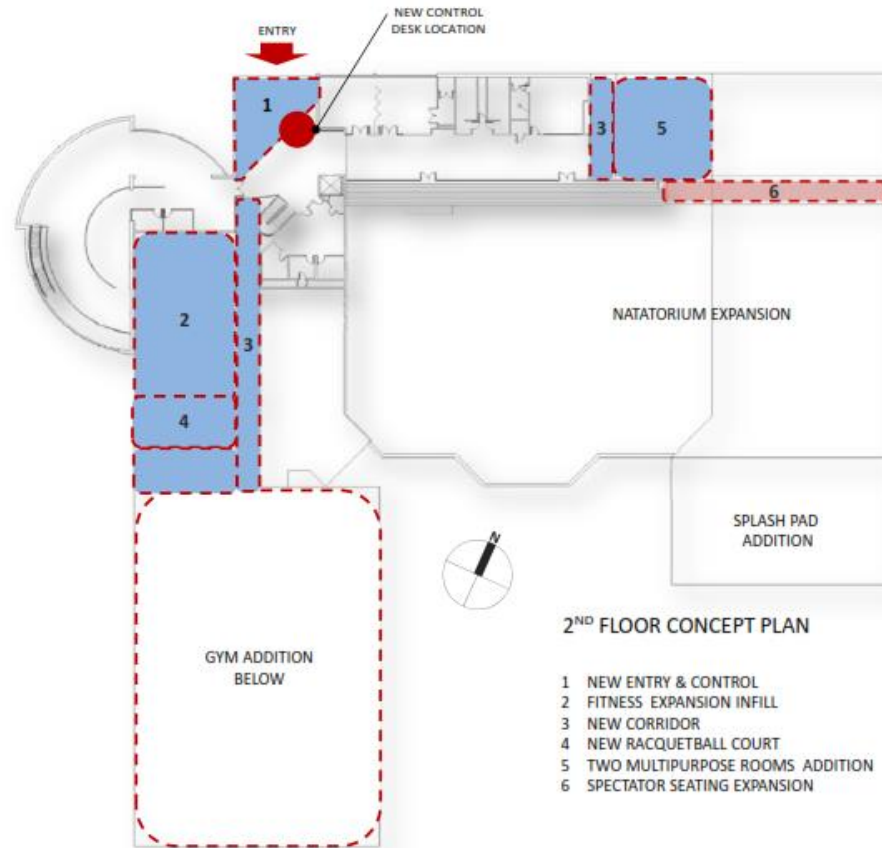
EXHIBIT G.5: South Run Concept 1/2



SITE PLAN



EXISTING 2ND FLOOR



2ND FLOOR CONCEPT PLAN

- 1 NEW ENTRY & CONTROL
- 2 FITNESS EXPANSION INFILL
- 3 NEW CORRIDOR
- 4 NEW RACQUETBALL COURT
- 5 TWO MULTIPURPOSE ROOMS ADDITION
- 6 SPECTATOR SEATING EXPANSION

SOUTH RUN RECreation CENTER

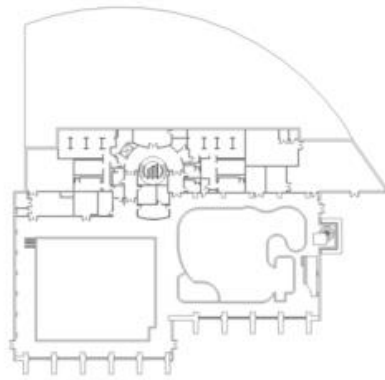
CONCEPT STUDY



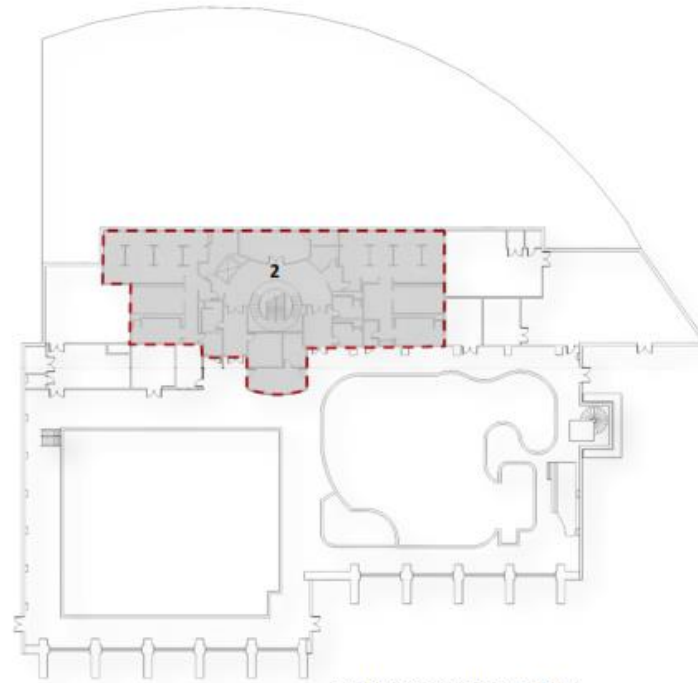
EXHIBIT G.6: South Run Concept 2/2



SITE PLAN



EXISTING 1ST FLOOR



1ST FLOOR CONCEPT PLAN



1ST FLOOR CONCEPT PLAN

- 2 RECONFIGURE CIRCULATION AND LOCKER ROOMS, AND POSSIBLY EXPAND PARTY ROOM

CUB RUN RECreation CENTER

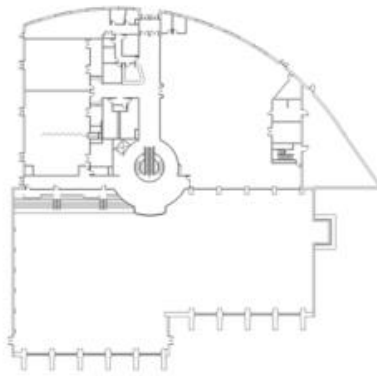
CONCEPT STUDY



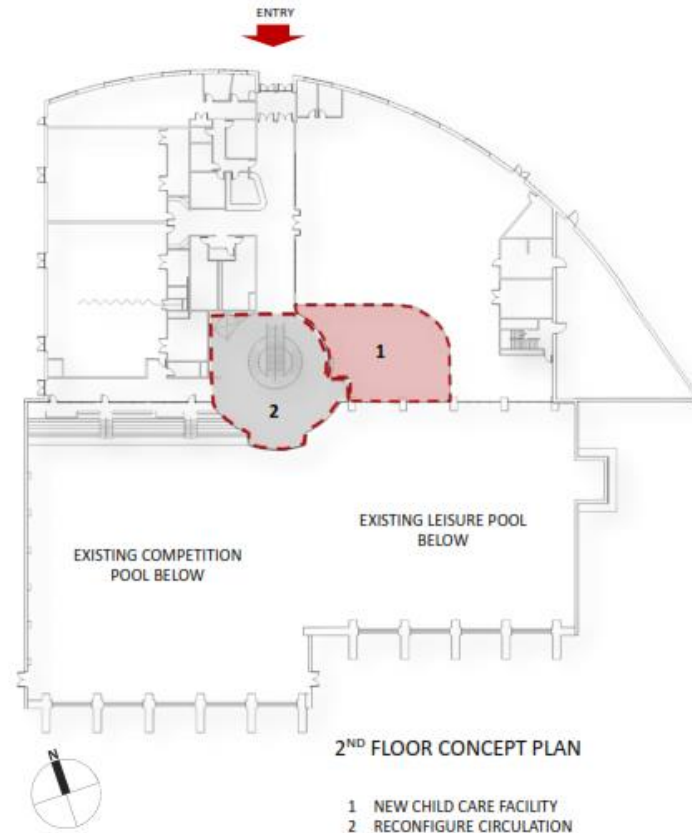
EXHIBIT G.7: Cub Run Concept 1/2



SITE PLAN



EXISTING 2ND FLOOR



2ND FLOOR CONCEPT PLAN

- 1 NEW CHILD CARE FACILITY
- 2 RECONFIGURE CIRCULATION

CUB RUN RECreation CENTER

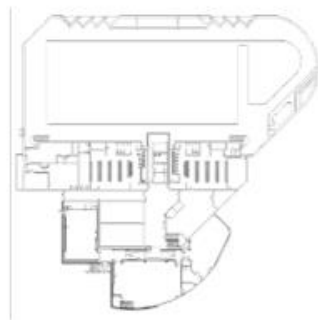
CONCEPT STUDY



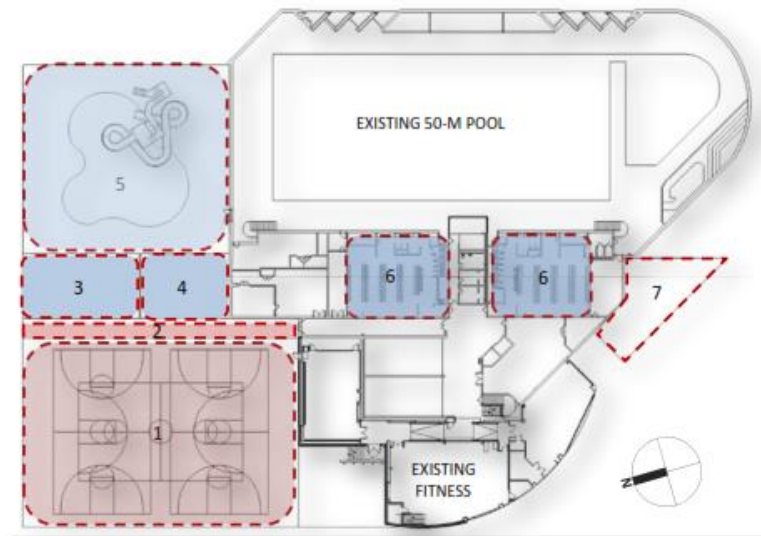
EXHIBIT G.8: Cub Run Concept 2/2



SITE PLAN



EXISTING 1ST FLOOR



1ST FLOOR CONCEPT PLAN

- 1 MULTIPURPOSE GYM ADDITION
- 2 NEW CORRIDOR
- 3 POOL SUPPORT
- 4 FAMILY CHANGING CABANAS
- 5 NEW LEISURE POOL
- 6 RENOVATE EXISTING LOCKER ROOMS
- 7 CHILD CARE ROOM EXPANSION ABOVE

TOTAL ADDITION 30,418 SF

OAK MARR REcreation CENTER

CONCEPT STUDY



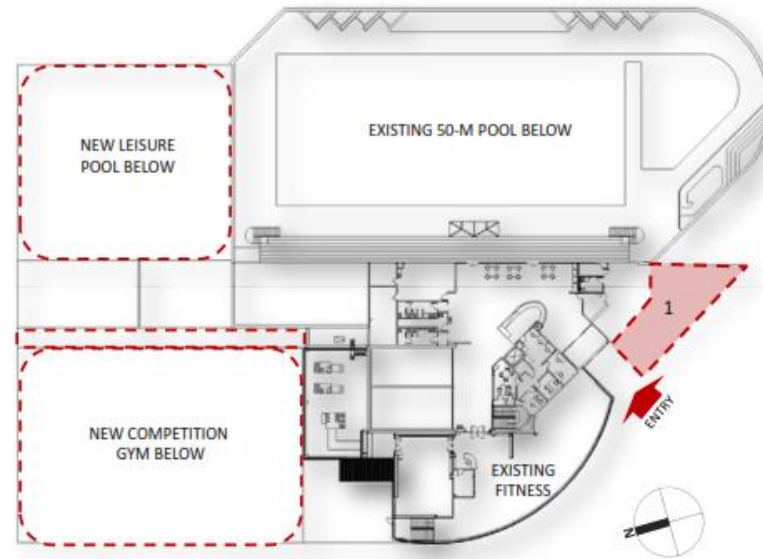
EXHIBIT G.9: Oak Marr Concept 1/2



SITE PLAN



EXISTING 2ND FLOOR



2ND FLOOR CONCEPT PLAN

1 CHILDCARE ROOM EXPANSION

OAK MARR REcreation CENTER

CONCEPT STUDY



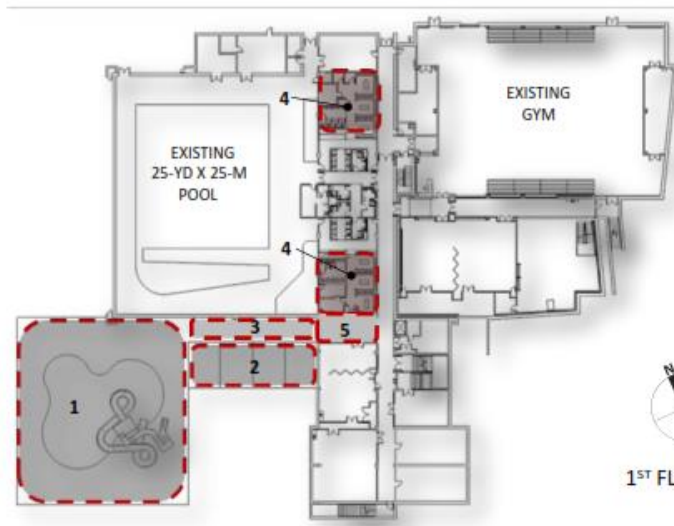
EXHIBIT G.10: Oak Marr Concept 2/2



EXISTING 1ST FLOOR



SITE PLAN



1ST FLOOR CONCEPT PLAN

1ST FLOOR CONCEPT PLAN

- 1 NEW LEISURE POOL
- 2 FAMILY CHANGING CABANAS
- 3 NEW CORRIDOR
- 4 RENOVATE EXISTING LOCKER ROOMS
- 5 RENOVATE TO ALLOW FOR NEW CORRIDOR

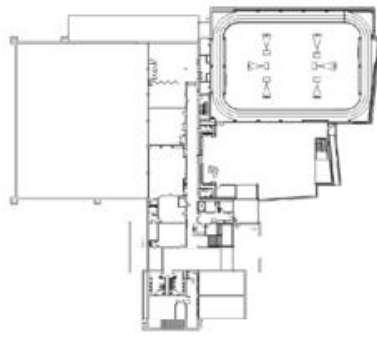
TOTAL ADDITION 13,138 SF

SPRING HILL REcreation CENTER

CONCEPT STUDY



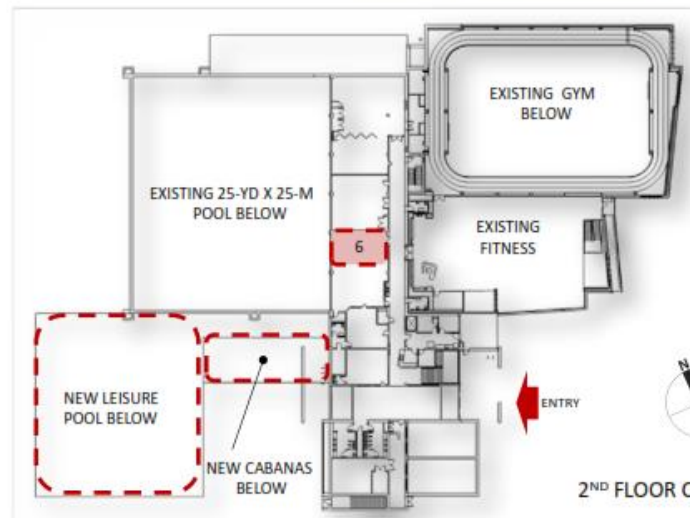
EXHIBIT G.11: Spring Hill Concept 1/2



EXISTING 2ND FLOOR



SITE PLAN



2ND FLOOR CONCEPT PLAN

6 NEW CHILD CARE FACILITY

2ND FLOOR CONCEPT PLAN

SPRING HILL RECreation CENTER

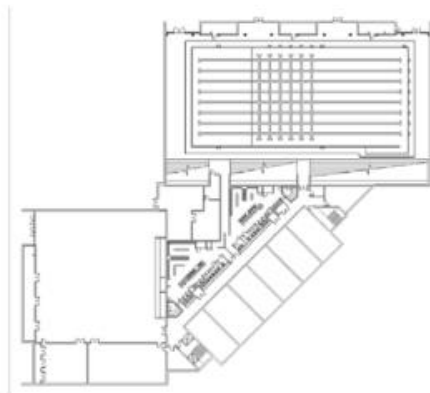
CONCEPT STUDY



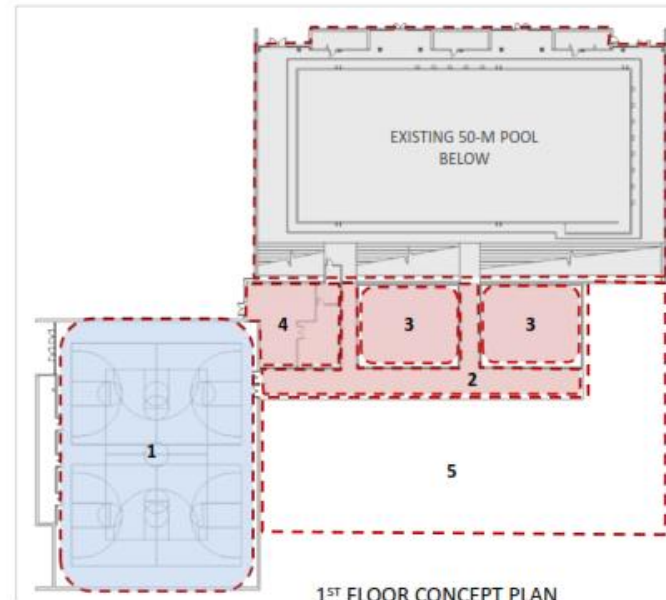
EXHIBIT G.12: Spring Hill Concept 2/2



SITE PLAN



EXISTING 1ST FLOOR



1ST FLOOR CONCEPT PLAN

- 1 RENOVATE EXISTING GYM
- 2 NEW CORRIDOR
- 3 NEW LOCKER ROOMS
- 4 POOL FILTER ROOM
- 5 NEW ADDITION ABOVE

TOTAL ADDITION	33,662 SF
TOTAL FITNESS AREA	8,000 SF

AUDREY MOORE RECreation CENTER

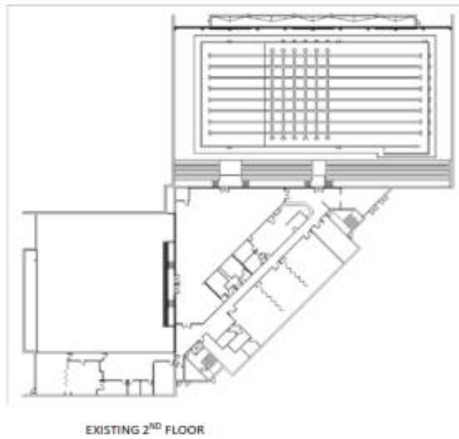
CONCEPT STUDY



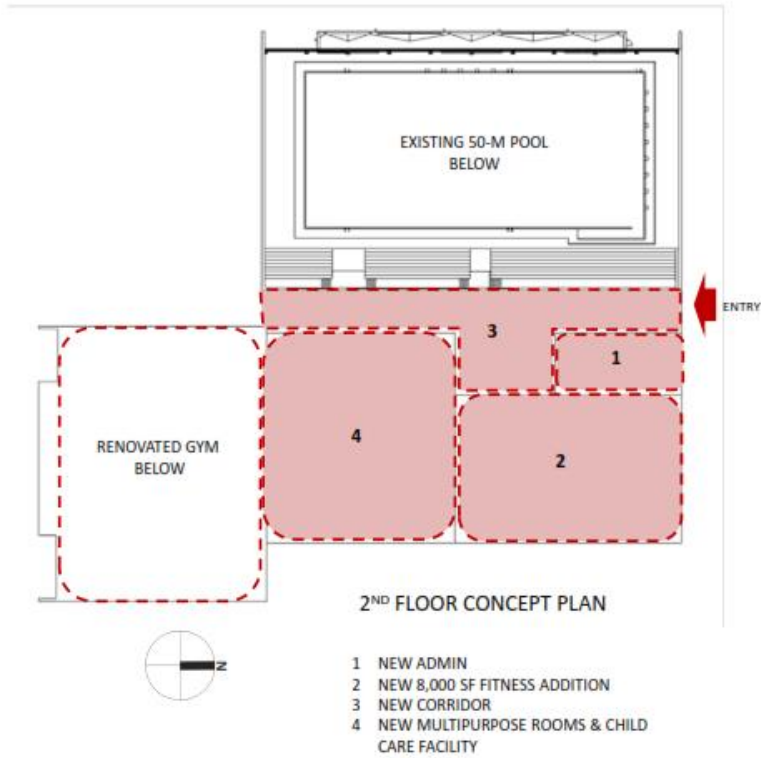
EXHIBIT G.13: Audrey Moore Concept 1/2



SITE PLAN



EXISTING 2ND FLOOR



AUDREY MOORE RECreation CENTER

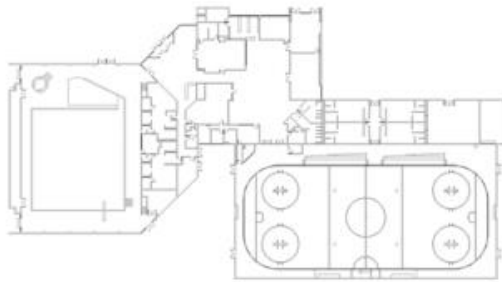
CONCEPT STUDY



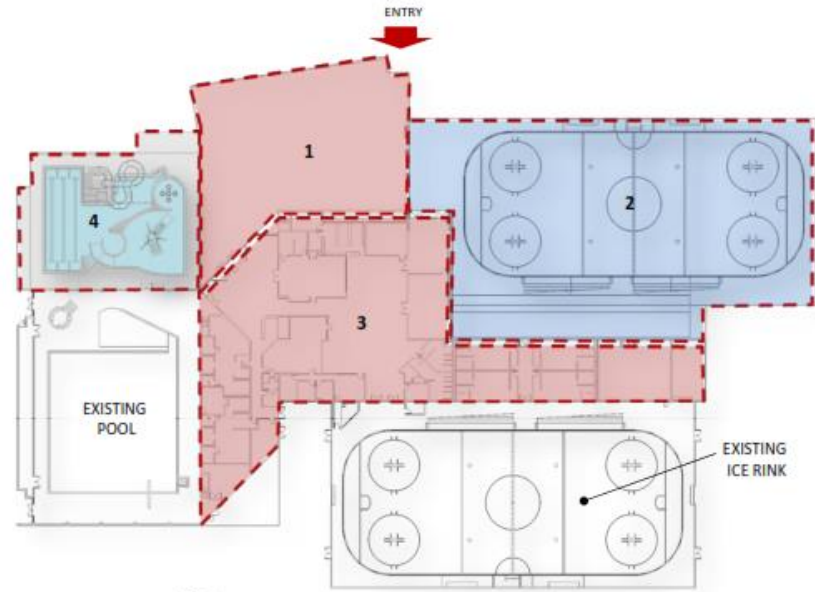
EXHIBIT G.14: Audrey Moore Concept 2/2



SITE PLAN



EXISTING 1ST FLOOR



1ST FLOOR CONCEPT PLAN

- 1 NEW FITNESS ADDITION AND CHILD CARE FACILITY
- 2 NEW ICE RINK ADDITION
- 3 RENOVATE EXISTING MULTIPURPOSE ROOMS AND LOCKER ROOMS
- 4 NEW LEISURE POOL ADDITION

MT. VERNON RECreation CENTER

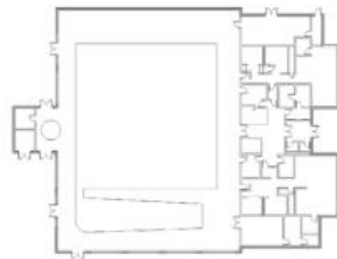
CONCEPT STUDY



EXHIBIT G.15: Mt. Vernon Concept



SITE PLAN



EXISTING 1ST FLOOR



1ST FLOOR CONCEPT PLAN

- 1 CONVERT EXISTING POOL TO A THERAPEUTIC POOL
- 2 RENOVATE EXISTING LOCKER ROOMS

GEORGE WASHINGTON RECreation CENTER

CONCEPT STUDY



EXHIBIT G.16: George Washington Concept

EXHIBIT H – CAPITAL IMPROVEMENTS BUDGET

Capital Improvements Budget - Hard and Soft Costs (in 2017 Dollars)					
#	<u>RECenter</u>	Critical (Phase 1)	Core (Phase 2)	Added Value (Phase 3)	Total
1	Mt. Vernon*	\$0	\$11,500,000	\$6,100,000	\$17,600,000
2	South Run	\$22,850,000	\$6,000,000	\$7,100,000	\$35,950,000
3	Audrey Moore	\$22,750,000	\$4,450,000	\$8,000,000	\$35,200,000
4	Providence	\$8,400,000	\$1,100,000	\$1,100,000	\$10,600,000
5	Oak Marr	\$10,300,000	\$12,000,000	\$0	\$22,300,000
6	Lee	\$2,750,000	\$5,750,000	\$1,200,000	\$9,700,000
7	Spring Hill	\$850,000	\$0	\$9,200,000	\$10,050,000
8	Cub Run	\$2,400,000	\$0	\$1,300,000	\$3,700,000
9	Reston	\$0	\$50,700,000	\$0	\$50,700,000
10	GW	\$0	\$0	\$0	\$0
Total by Phase		\$70,300,000	\$91,500,000	\$34,000,000	\$195,800,000

* \$20M in core improvements for Mt. Vernon RECenter funded in 2016 Park Bond

EXHIBIT H.1: Capital Improvements Budget

EXHIBIT I – DIRECT ALTERNATIVE CONSUMER OPTIONS

CUB RUN

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
Cub Run	D1 Sports Training	Small	14434 Albemarle Point Pl	Chantilly	VA	20151	19,200	1.10	14.0	\$0.00	\$130.00	\$1,188.00	\$25.00
Cub Run	the nZone	Large	14550 Lee Rd	Chantilly	VA	20151	83,000	1.00	19.0	-	\$30.00	-	-
Cub Run	Gold's Gym	Medium	13905 Metrotech Dr	Chantilly	VA	20151	30,000	2.40	18.0	\$39.98	\$39.98	-	-
Cub Run	Gold's Gym	Medium	14290 Sullyfield Cir #400	Chantilly	VA	20151	30,000	1.50	18.0	\$39.98	\$39.98	-	-
Cub Run	The Women's Club	Small	14175 Sullyfield Cir	Chantilly	VA	20151	15,000	1.70	16.0	-	\$99.00	-	-
Cub Run	My Gym	Micro	4300 Chantilly	Chantilly	VA	20151	3,000	1.50	10.5	\$75.00	\$90.00	-	-
Cub Run	Fairfax Jiu Jitsu	Small	14119 Mariah Ct	Chantilly	VA	20151	10,000	1.90	-	-	-	-	-
Cub Run	Chantilly Academy Gymnastics	Small	14088 Sullyfield Circle	Chantilly	VA	20151	17,600	1.80	-	\$65.00	-	-	\$21.67
Cub Run	Russel School of Ballet	Studio	14119 Sullyfield	Chantilly	VA	20152	1,000	1.70	-	-	-	-	-
Cub Run	Hammer Down Crossfit	Micro	14080 Sullyfield Cir	Chantilly	VA	20151	9,000	1.90	12.0	-	\$175.00	-	-

EXHIBIT I.1: Cub Run Direct Alternative Consumer Options

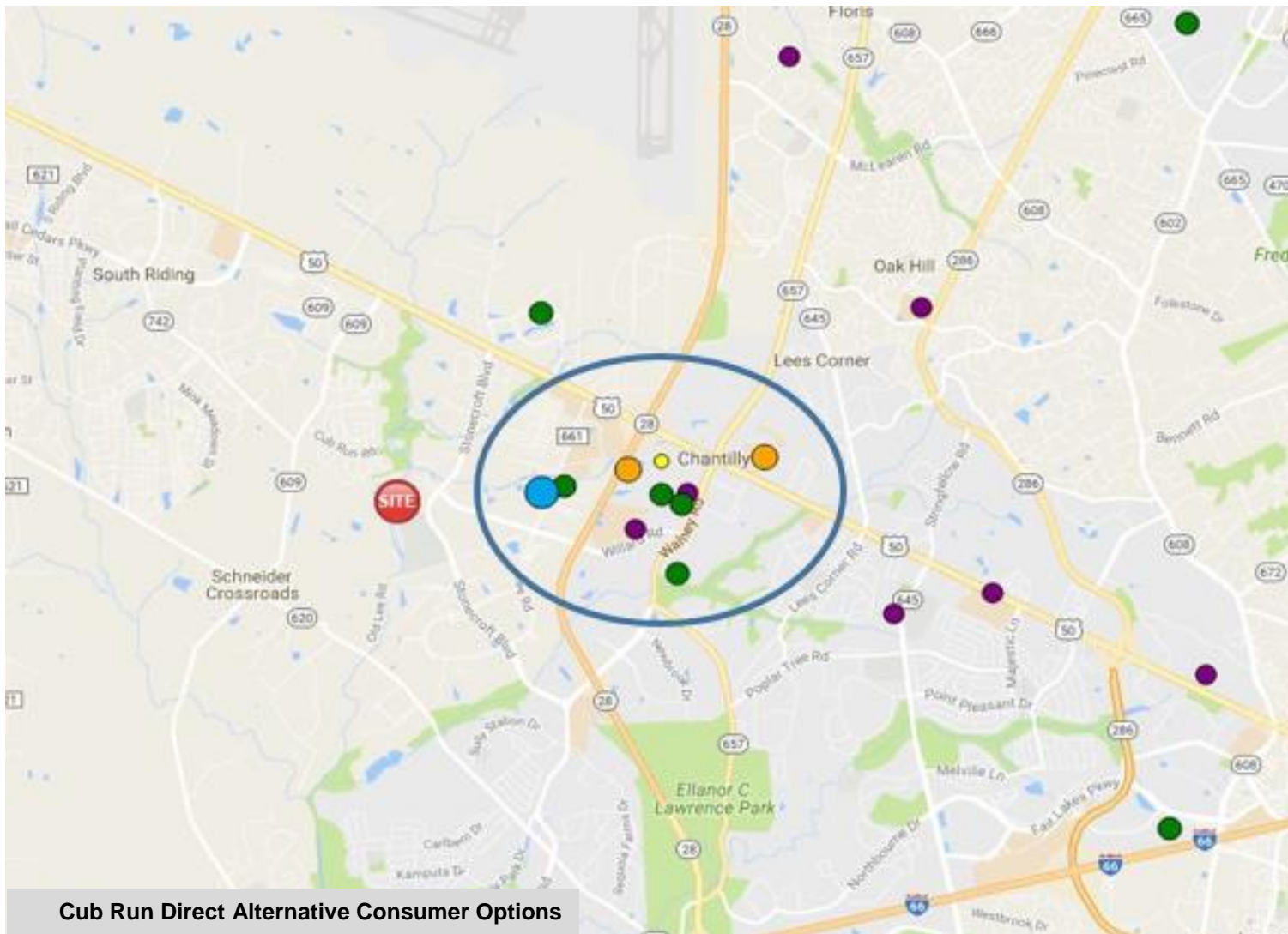


EXHIBIT I.2: Cub Run Direct Alternative Consumer Options Map 1/2

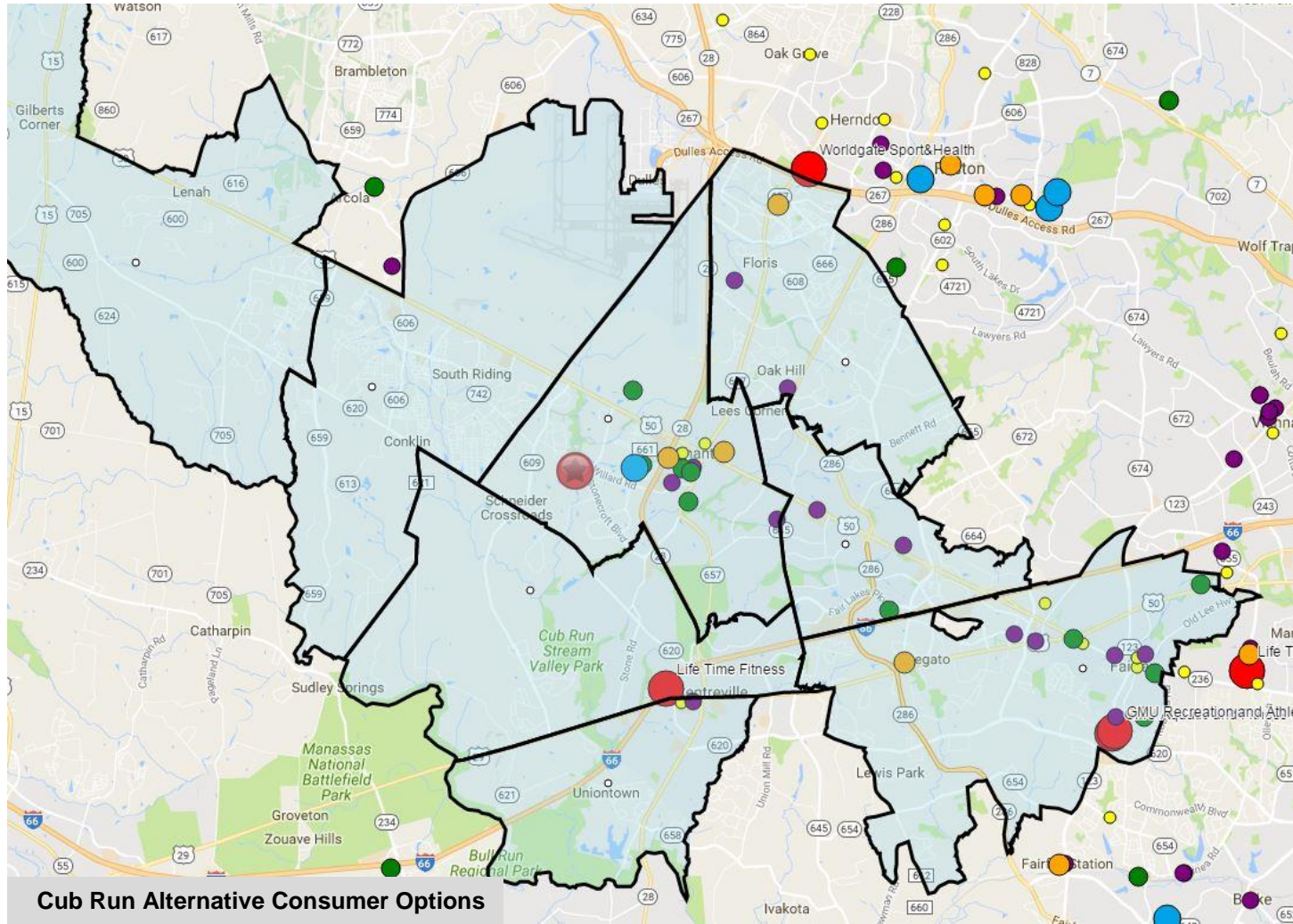


EXHIBIT I.3: Cub Run Direct Alternative Consumer Options Map 2/2

OAK MARR

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
Oak Marr	World Gym - Fairfax	Small	10201 Main St	Fairfax	VA	22030	20,000	2.30	24.0	\$39.00	\$10.00	-	-
Oak Marr	Life Time Athletic	Mega	9602 Main St	Fairfax	VA	22031	100,000	3.20	24.0	\$280.00	\$89.00	\$948.00	\$75.00
Oak Marr	24 Hour fitness	Medium	12300 Price Club Plaza	Fairfax	VA	22030	43,800	3.80	24.0	\$49.99	\$44.99	-	-
Oak Marr	Fairfax Racquet Club & Fitness Center	Small	9860 Fairfax Blvd	Fairfax	VA	22030	15,000	1.70	16.5	\$125.00	\$47.00	-	-
Oak Marr	Skyline Fitness Center	Small	4400 University Dr	Fairfax	VA	22030	20,628	2.90	15.0	-	\$75.00	-	-
Oak Marr	Sun and Moon Yoga Studio	Studio	9998 Main St	Fairfax	VA	22030	750	2.60	12.0	-	-	-	\$70.00
Oak Marr	Crossfit Main Street	Micro	10580 Main Street	Fairfax	VA	22030	5,000	1.60	14.0	-	\$195.00	\$1,860.00	\$15.63
Oak Marr	Title Boxing Club	Micro	10318 Willard Way	Fairfax	VA	22030	5,000	1.60	9.5	\$179.98	\$89.99	-	-
Oak Marr	Washington Sports Club	Small	11001 Lee Hwy	Fairfax	VA	22030	20,000	1.00	17.0	\$29.99	\$19.99	\$239.88	-
Oak Marr	Action Fitness Women's Only Fitness Center	Micro	11215 E Lee Hwy	Fairfax	VA	22030	1,500	1.80	11.0	-	-	-	-
Oak Marr	The AppleTree School	Micro	9655 Blake Ln	Fairfax	VA	22031	2,500	2.00	11.0	-	-	-	-
Oak Marr	UFC Gym Fairfax	Small	4475 Market Commons Dr	Fairfax	VA	22033	12,000	3.60	14.8	\$199.00	\$79.99	\$839.99	-

EXHIBIT I.4: Oak Marr Direct Alternative Consumer Options

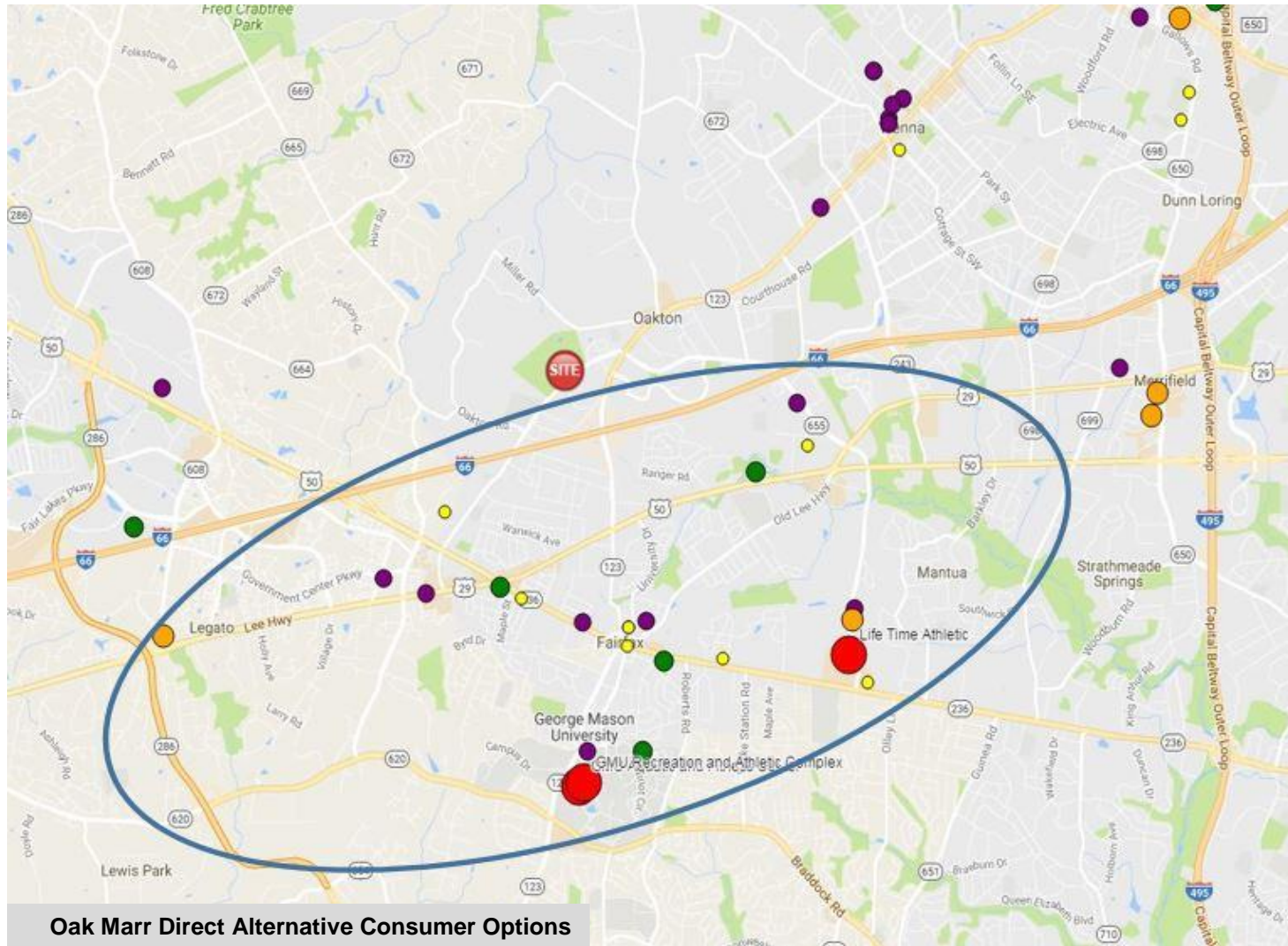


EXHIBIT I.5: Oak Marr Direct Alternative Consumer Options Map 1/2

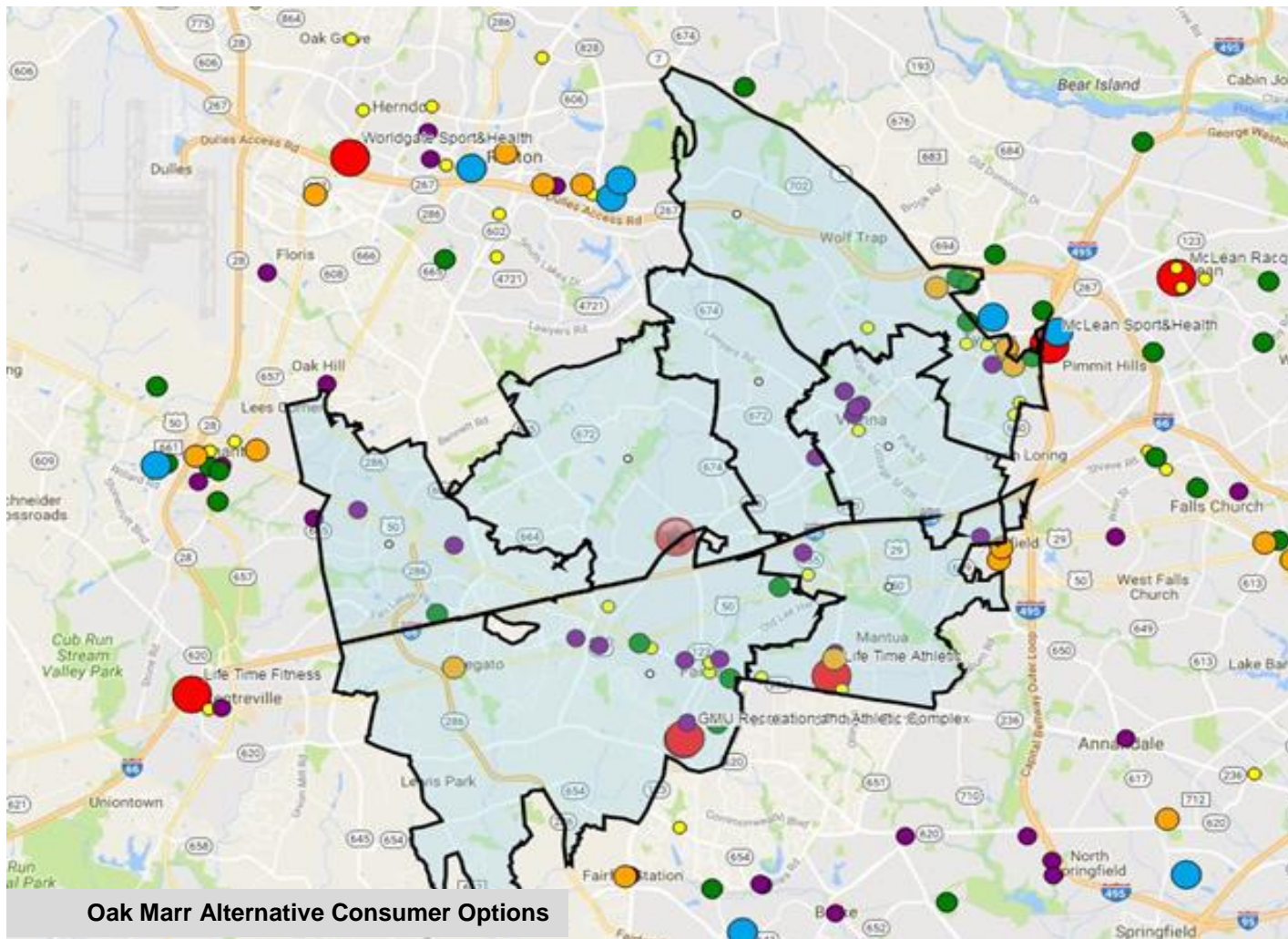


EXHIBIT I.6: Oak Marr Direct Alternative Consumer Options Map 2/2

SPRING HILL

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
Spring Hill	Gold's Gym	Medium	8150 Leesburg Pike	Vienna	VA	22182	30,000	1.80	18.0	\$39.98	\$39.98	-	-
Spring Hill	24 Hour Fitness	Medium	1500 Cornerside Blvd	Vienna	VA	22182	49,000	1.20	24.0	\$49.99	\$44.99	-	-
Spring Hill	Crunch Fitness	Small	8371 Leesburg Pike	Vienna	VA	22182	19,999	1.50	18.0	\$249.00	\$29.99	-	-
Spring Hill	Equinox Tyson's Corner	Medium	8065 Leesburg Pike	Vienna	VA	22182	46,000	2.00	18.0	\$300.00	\$153.00	-	-
Spring Hill	Crossfit Rubicon	Small	8500 Tyco Road	Vienna	VA	22182	10,000	0.90	11.0	-	-	-	-
Spring Hill	CrossFit Route 7	Micro	8504 Tyco Rd	Vienna	VA	22182	8,000	1.00	8.0	-	-	-	-
Spring Hill	Crossfit Tyson's Corner	Studio	8453 Tyco Rd	Vienna	VA	22182	1,000	0.90	7.0	-	-	-	-
Spring Hill	McLean Racquet & Health Club	Mega	1472 Chain Bridge Rd	McLean	VA	22101	110,000	2.60	17.0	-	\$175.00	-	-
Spring Hill	Hamlet Swim & Tennis Club	Micro	8209 Dnsinane Ct	McLean	VA	22101	4,000	0.40	10.0	\$125.00	-	\$545.00	-
Spring Hill	Hot Yoga Tysons	Studio	1420 Spring Hill Rd	McLean	VA	22102	2,000	0.80	15.5	\$75.00	\$150.00	\$1,290.00	-
Spring Hill	One To One Fitness Center	Small	7900 Westpark	McLean	VA	22102	10,000	1.40	14.5	-	-	-	\$64.50
Spring Hill	McLean Sport and Health	Mega	1800 Old Meadow Rd	McLean	VA	22102	120,000	2.00	18.0	\$100.00	\$89.99	-	-
Spring Hill	Fitness Together	Studio	8300 Boone Blvd	Vienna	VA	22182	750	1.80	15.0	-	-	-	\$43.00
Spring Hill	East Meets West Yoga	Micro	8227 Old Courthouse Rd	Vienna	VA	22182	2,500	2.10	11.0	-	-	-	\$97.50
Spring Hill	Anytime Fitness	Medium	111 Church St	Vienna	VA	22180	4,500	3.40	24.0	\$55.00	\$43.99	-	-
Spring Hill	Tyson's Sport and Health	Large	8250 Greensboro Dr	McLean	VA	22102	75,000	1.30	18.0	\$100.00	\$89.99	-	-

EXHIBIT I.7: Spring Hill Direct Alternative Consumer Options

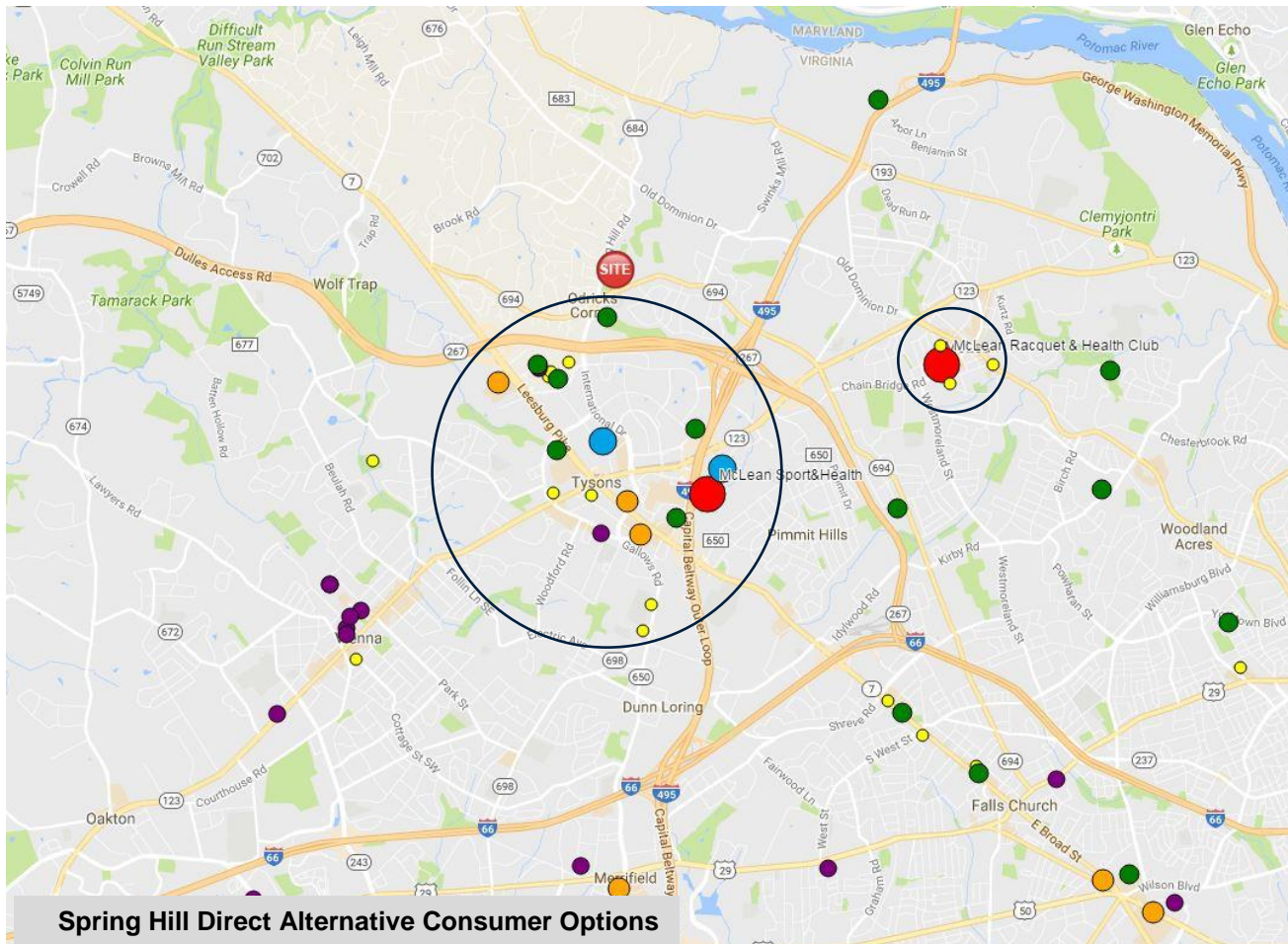


EXHIBIT I.8: Spring Hill Direct Alternative Consumer Options Map 1/2

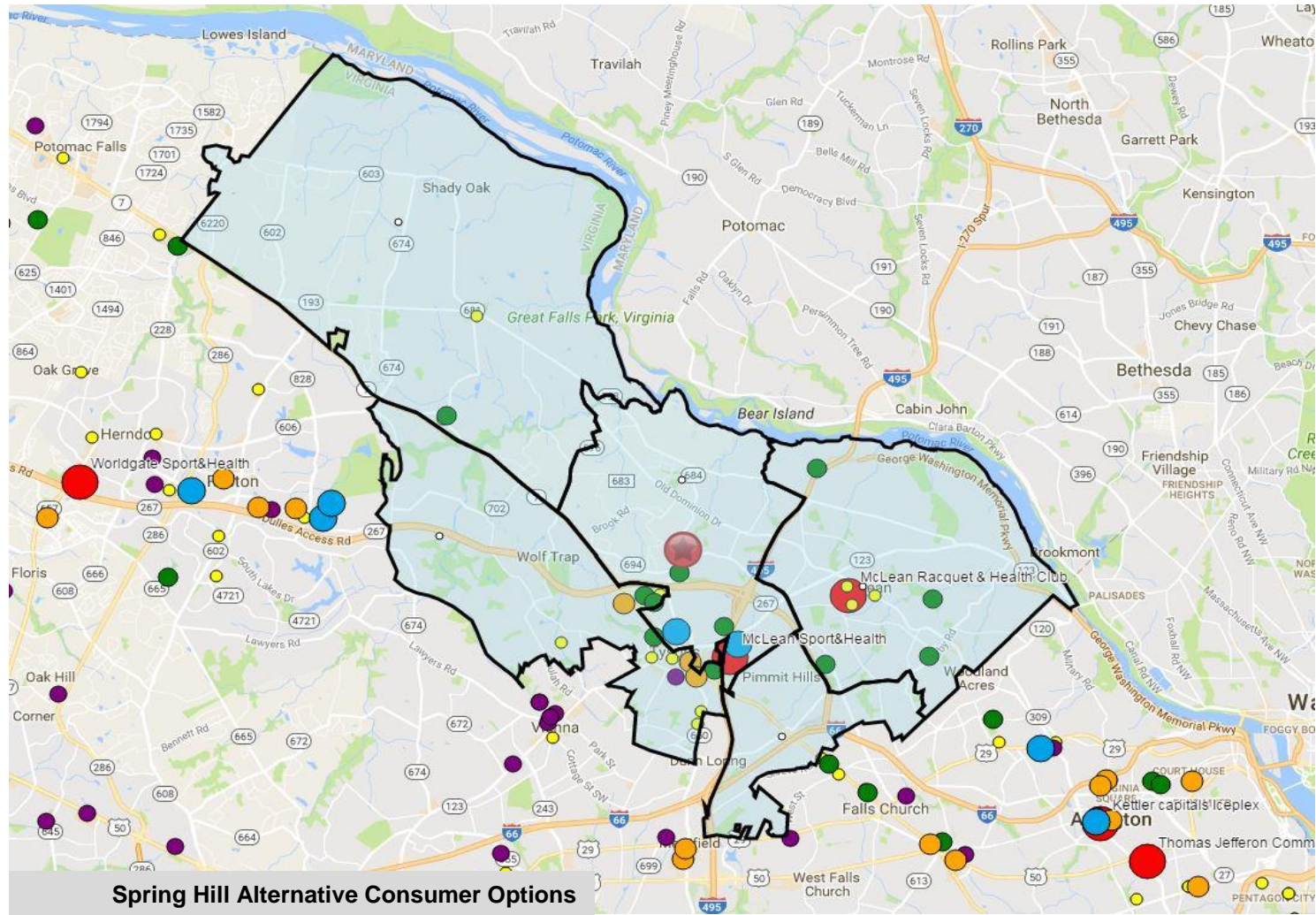


EXHIBIT I.9: Spring Hill Direct Alternative Consumer Options Map 2/2

PROVIDENCE

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
Providence	Gold's Gym	Medium	2982 Gallows Rd	Falls Church	VA	22042	31,000	1.00	18.0	\$39.98	\$39.98	-	-
Providence	Olympia Boxing Gym and School	Small	1134 Broad St	Falls Church	VA	22046	10,000	2.60	8.0	-	-	-	-
Providence	Thrive Pilates	Studio	444 W Broad St	Falls Church	VA	22046	2,220	2.80	-	-	-	-	\$57.50
Providence	Title Boxing Club	Micro	450 N Washington	Falls Church	VA	22046	7,800	2.80	14.5	\$179.98	\$89.99	-	-
Providence	Curves	Studio	2240 W Broad St	Falls Church	VA	22042	1,200	2.80	14.0	\$30.00	\$59.00	\$599.88	-
Providence	Xsport Fitness	Medium	8190 Strawberry Ln	Falls Church	VA	22042	43,000	0.90	24.0	\$249.00	\$14.95	-	-
Providence	24 Hour Fitness	Medium	1000 E Broad St	Falls Church	VA	22042	48,000	3.10	24.0	\$49.99	\$44.99	-	-
Providence	Crossfit Fairfax	Micro	2831 Dorr Ave	Fairfax	VA	22031	3,000	1.10	-	-	-	-	-
Providence	The Little Gym of Falls Church	Micro	7395 Lee Hwy	Falls Church	VA	22042	4,000	0.90	11.0	-	-	-	\$23.00
Providence	Gold's Gym	Medium	6273 Arlington Blvd	Falls Church	VA	22044	30,000	3.30	18.0	\$39.98	\$39.98	-	-
Providence	Seven Corners Children's Center	Micro	6129 Willstone Dr	Falls Church	VA	22044	2,500	3.40	13.0	\$100.00	\$1,160.00	-	-
Providence	Planet Fitness	Small	6763 Wilson Blvd	Falls Church	VA	22042	20,000	3.20	24.0	\$59.99	\$10.00	-	-

EXHIBIT I.10: Providence Direct Alternative Consumer Options

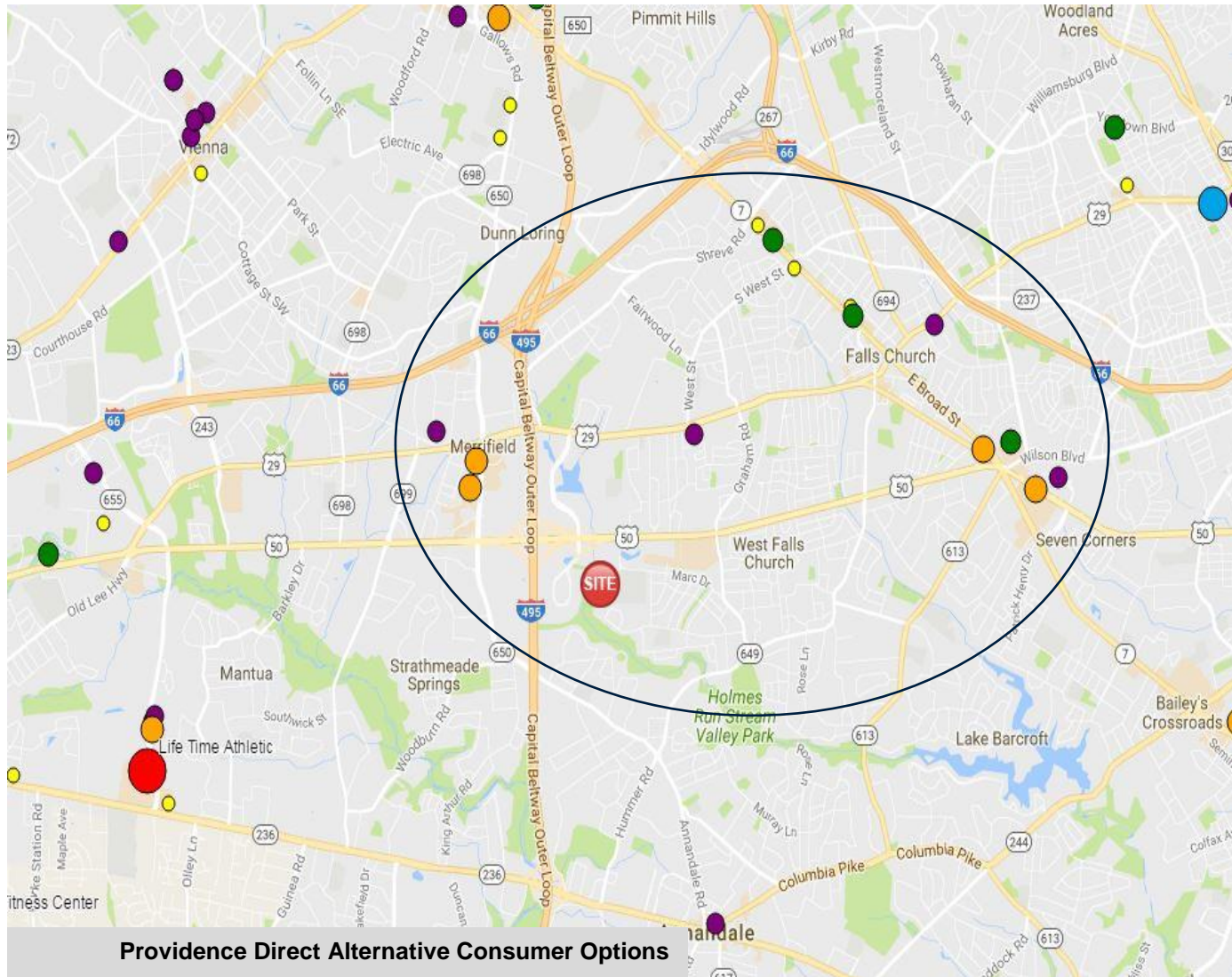


EXHIBIT I.11: Providence Direct Alternative Consumer Options Map 1/2

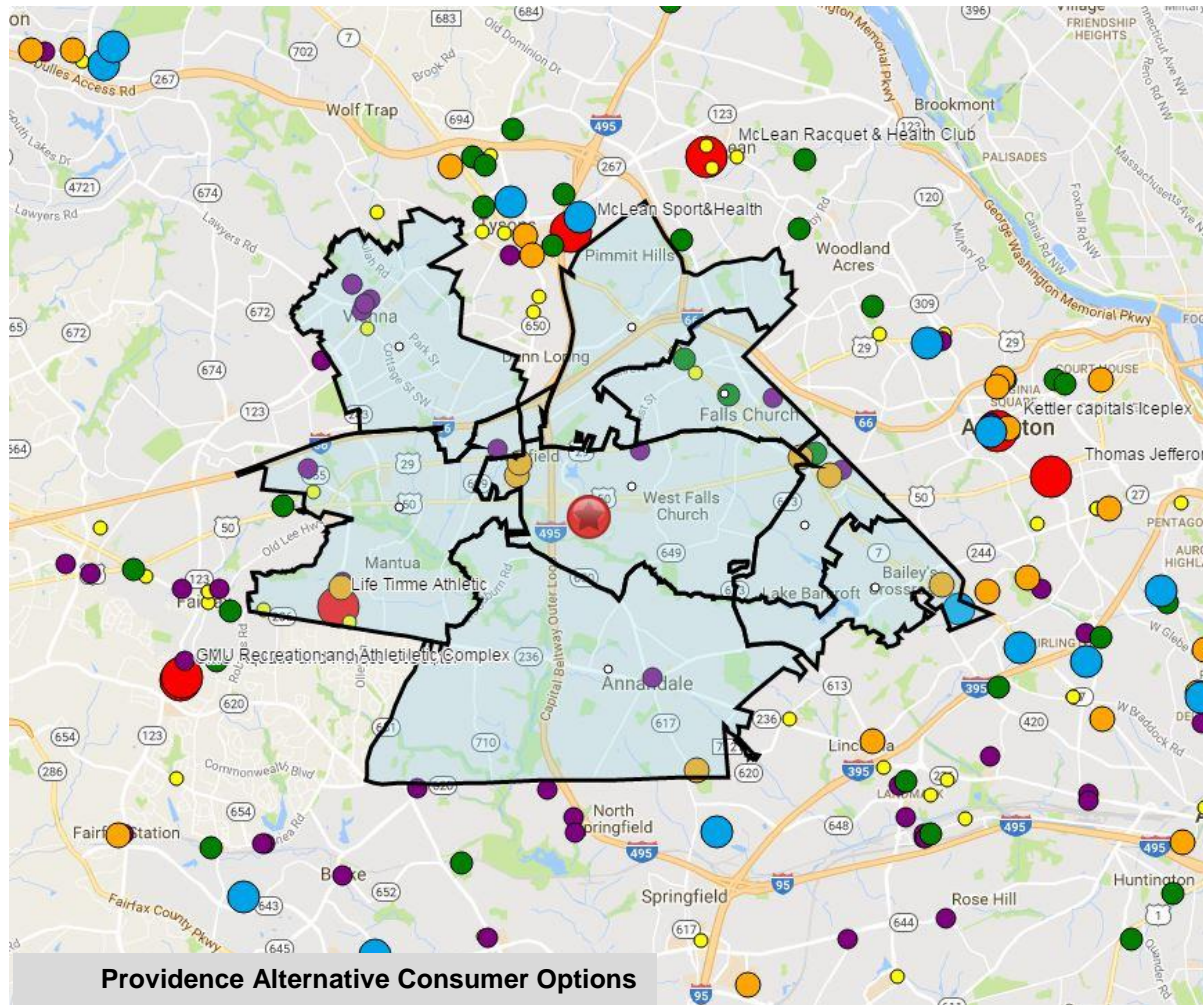


EXHIBIT I.12: Providence Direct Alternative Consumer Options Map 2/2

AUDREY MOORE

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
Audrey Moore	Gold's Gym	Medium	6940 Braddock Rd	Annandale	VA	22003	30,000	2.20	18.0	\$39.98	\$39.98	-	-
Audrey Moore	NOVA Crossfit	Micro	5560 PortRoyal Rd	Springfield	VA	22151	5,050	1.20	14.0	-	-	-	\$80.00
Audrey Moore	Andrew Gause's Martial Arts	Micro	5236 PortRoyal Rd	Springfield	VA	22151	3,000	0.50	6.5	-	-	-	\$67.00
Audrey Moore	Title Boxing Club	Micro	6228 Rolling Road	Springfield	VA	22152	5,000	3.00	12.0	\$179.98	\$89.99	-	-
Audrey Moore	TopKick Martial Arts	Micro	8932 Burke Lake Rd	Springfield	VA	22151	5,000	1.60	8.5	-	\$49.99	-	-
Audrey Moore	Fairfax Sportsplex	Large	6800 Commercial Dr	Springfield	VA	22151	70,000	2.70	23.0	-	-	-	-
Audrey Moore	Everybody Fitness Center Springfield	Small	8708 Morrisette Dr	Springfield	VA	22152	10,500	1.80	24.0	\$25.00	\$45.00	\$420.00	\$60.00
Audrey Moore	Crossfit Burke	Micro	5589 Guinea Rd	Fairfax	VA	22032	7,500	3.80	15.5	-	\$190.00	-	-
Audrey Moore	Olympus Fitness Center	Small	10400 Premier Ct	Burke	VA	22015	1,000	4.60	18.0	\$49.00	\$9.97	-	-
Audrey Moore	Burke Racquet & Swim Club	Large	6001 Burke Commons Rd	Burke	VA	22015	56,000	4.30	17.5	\$200.00	\$62.00	-	-
Audrey Moore	OneLife Fitness	Large	9250 Old Keene Mill Rd	Burke	VA	22015	60,000	3.40	18.0	\$249.00	\$32.00	-	-

EXHIBIT I.13: Audrey Moore Direct Alternative Consumer Options

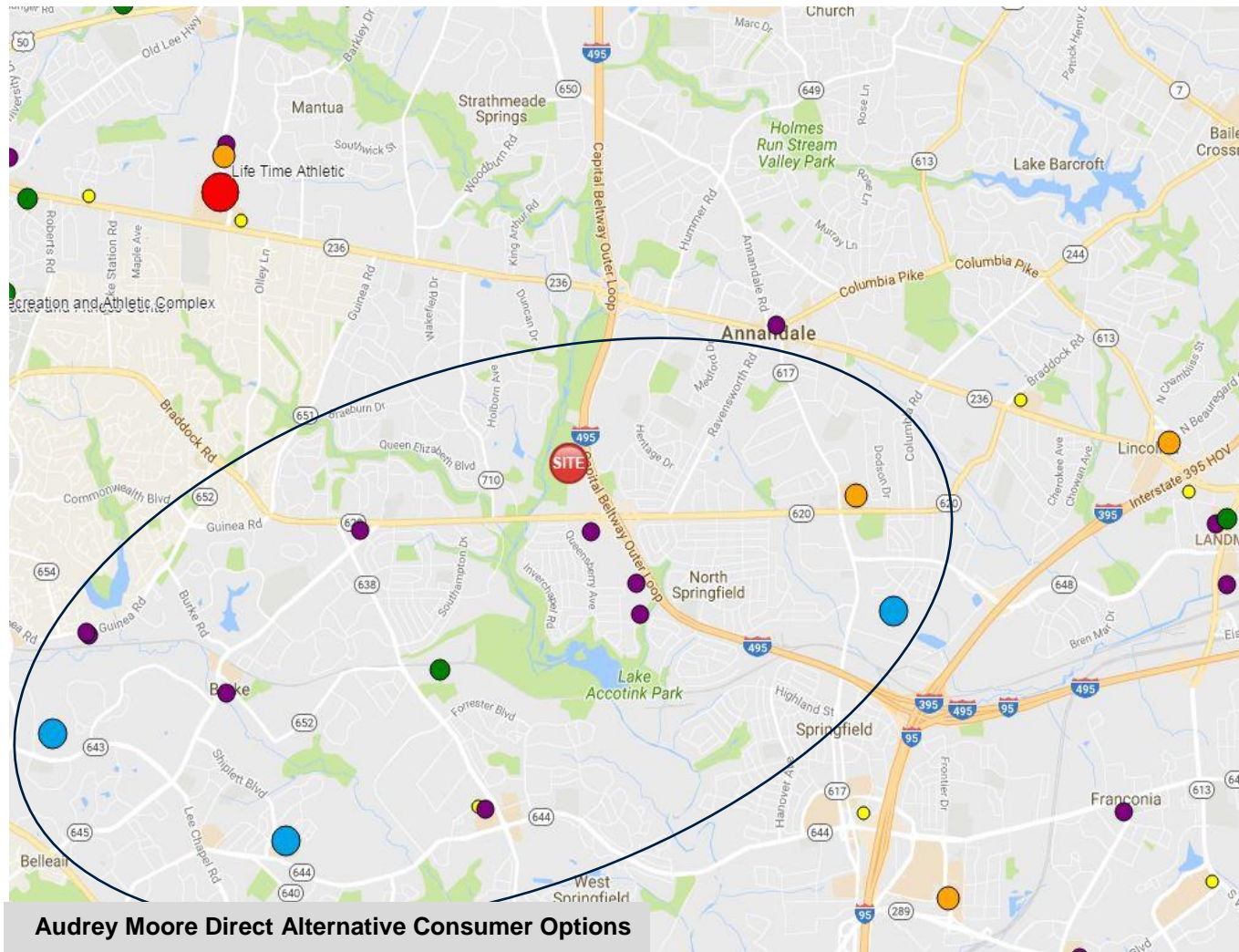


EXHIBIT I.14: Audrey Moore Direct Alternative Consumer Options Map 1/2

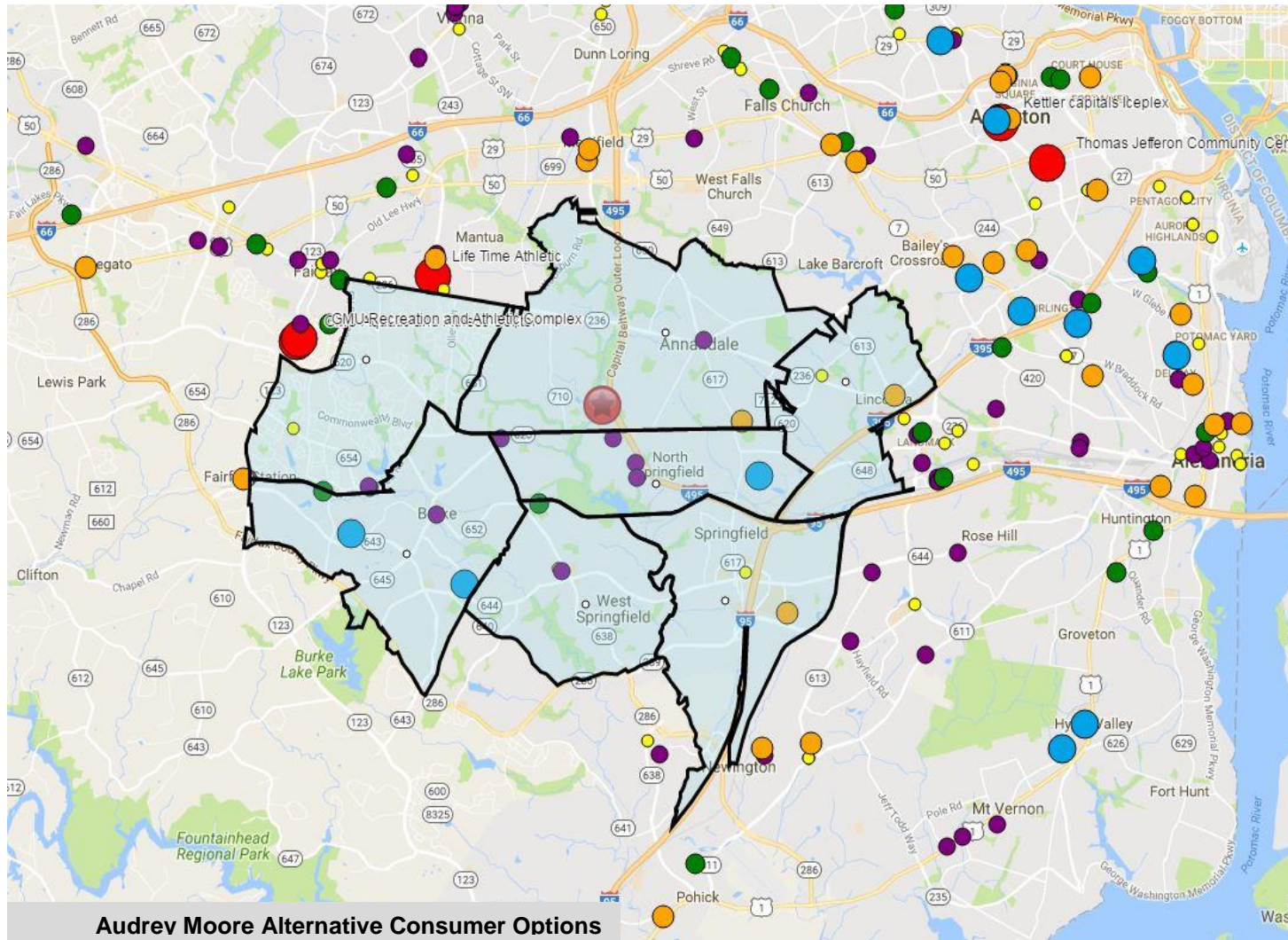


EXHIBIT I.15: Audrey Moore Direct Alternative Consumer Options Map 2/2

SOUTH RUN

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
South Run	OneLife Fitness	Large	9250 Old Keene Mill Rd	Burke	VA	22015	60,000	2.10	18.0	\$249.00	\$32.00	-	-
South Run	Gold's Gym	Medium	5620 Ox Rd	Fairfax	VA	22039	37,147	4.70	18.0	\$39.98	\$39.98	-	-
South Run	Andrew Gause's Martial Arts	Micro	5624 Ox Rd	Fairfax	VA	22039	3,000	4.60	6.5	-	-	-	\$67.00
South Run	Fitness Together	Micro	5597 Guinea Rd	Fairfax	VA	22032	4,000	3.60	15.0	-	-	-	\$43.00
South Run	Olympus Fitness Center	Small	10400 Premier Ct	Burke	VA	22015	10,000	3.80	18.0	\$49.00	\$9.97	-	-
South Run	Title Boxing Club	Micro	6228 Rolling Rd	Springfield	VA	22152	5,000	3.10	13.5	\$179.98	\$89.99	-	-
South Run	Burke Racquet & Swim Club	Large	6001 Burke Commons rd	Burke	VA	22015	56,000	3.00	17.5	-	\$62.00	-	-
South Run	Crossfit Burke	Micro	5589 Guinea Rd	Fairfax	VA	22032	7,500	3.70	15.5	-	\$190.00	-	-

EXHIBIT I.16: South Run Direct Alternative Consumer Options

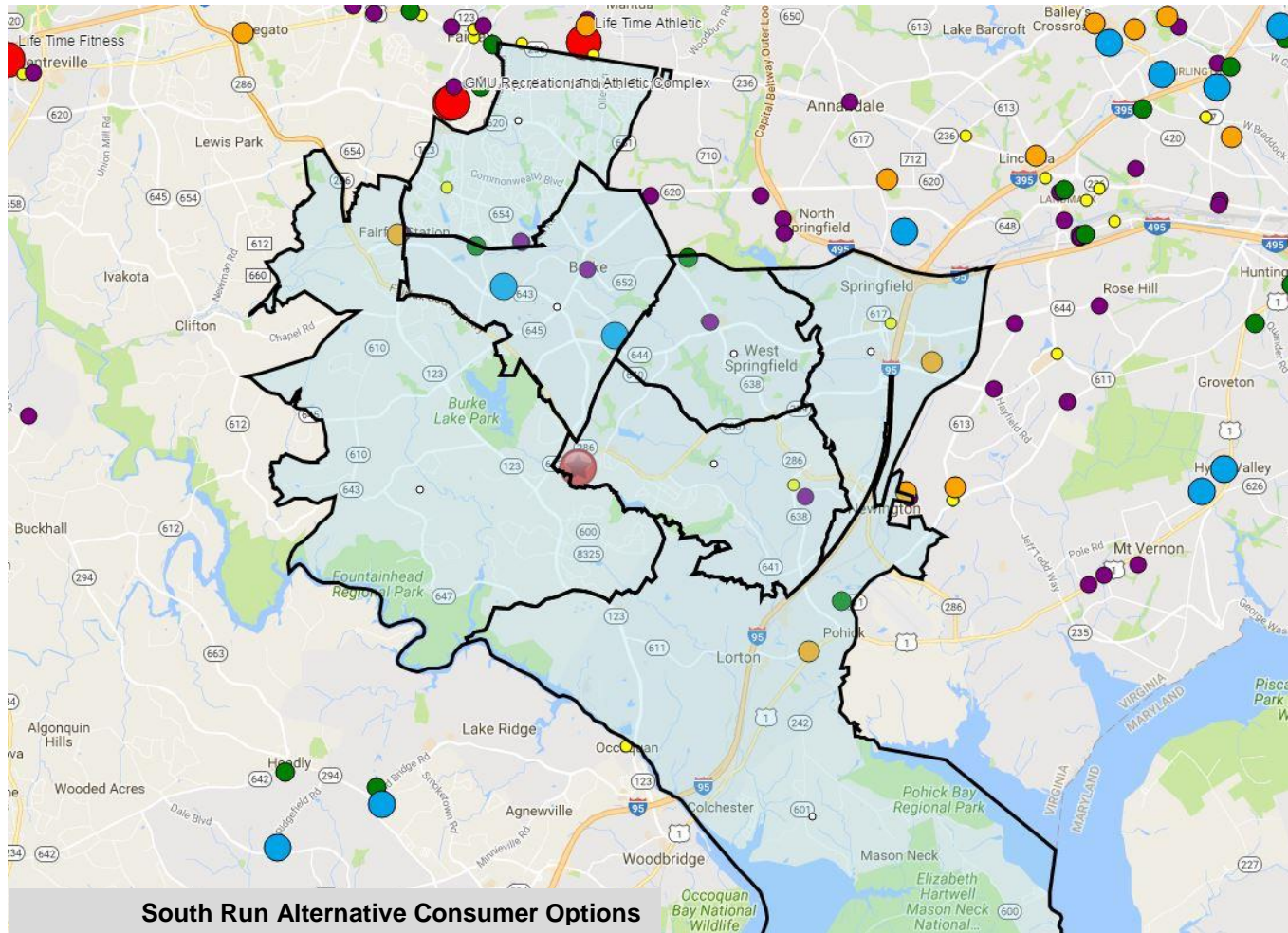


EXHIBIT I.18: South Run Direct Alternative Consumer Options Map 2/2

LEE DISTRICT

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
Lee District	Telegraph Road KinderCare	Micro	7136 Telegraph Rd	Alexandria	VA	22315	5,000	1.50	12.0	-	-	-	-
Lee District	Honest Soul Yoga	Studio	6470 Landsdowne Centre	Alexandria	VA	22315	750	3.60	15.5	-	\$99.00	-	\$14.95
Lee District	New Day Crossfit	Micro	6825 Hill Park Dr	Lorton	VA	22079	8,000	4.00	11.5	-	-	-	\$60.00
Lee District	Anytime Fitness	Small	7009 Manchester Blvd	Alexandria	VA	22310	4,500	2.50	24.0	\$55.00	\$43.99	-	-
Lee District	Anytime Fitness	Small	6090 Rose Hill Dr	Alexandria	VA	22310	4,500	1.10	24.0	\$55.00	\$43.99	-	-
Lee District	LA Fitness	Medium	6565 Spring Mall Dr	Springfield	VA	22150	41,200	3.50	18.0	\$99.00	\$24.99	-	-
Lee District	LA Fitness	Medium	7867 Heneska Loop	Alexandria	VA	22315	35,000	3.60	17.0	\$99.00	\$24.99	-	-
Lee District	Metropolitan Elite Gymnastics & Academy	Medium	7954 Angleton Ct	Lorton	VA	22079	45,000	4.30	9.0	\$62.50	\$250.00	-	-

EXHIBIT I.19: Lee District Direct Alternative Consumer Options

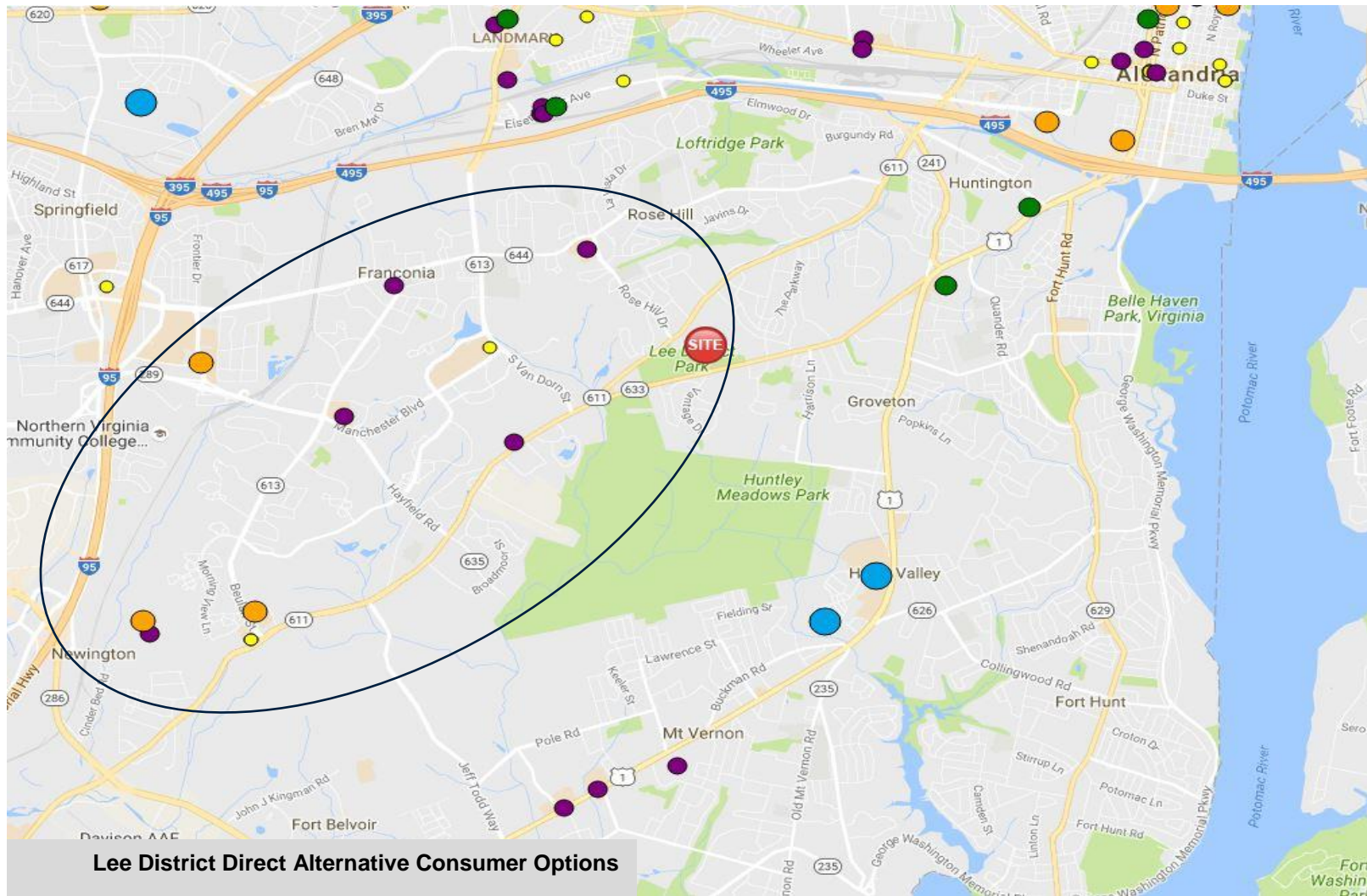


EXHIBIT I.20: Lee District Direct Alternative Consumer Options Map 1/2

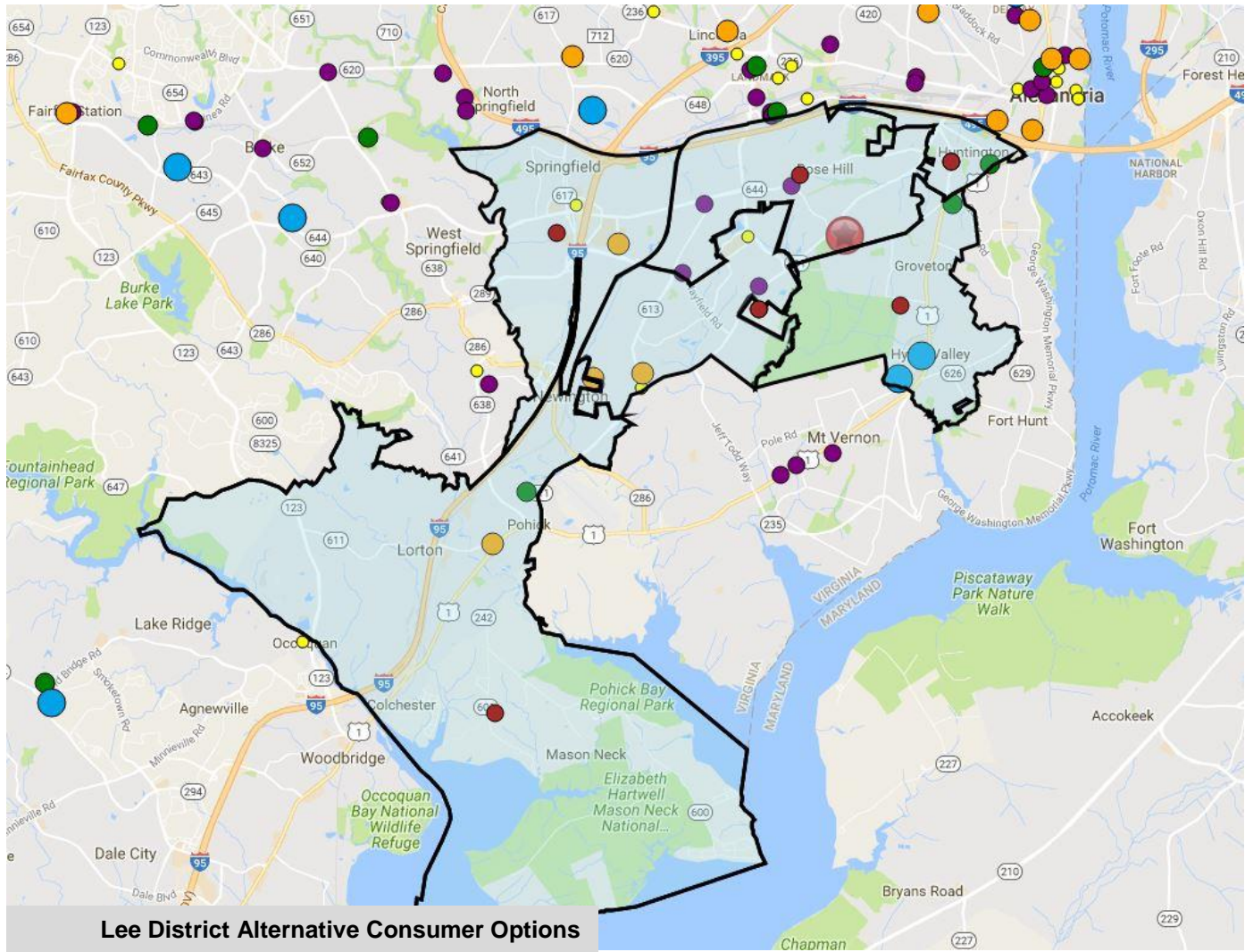


EXHIBIT I.21: Lee District Direct Alternative Consumer Options Map 2/2

MOUNT VERNON

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
Mount Vernon	Planet Fitness	Small	5960 Richmond Highway	Alexandria	VA	22303	20,000	1.10	24.0	\$59.99	\$10.00	-	-
Mount Vernon	Onelife Fitness	Medium	305 Hooffs Run Dr	Alexandria	VA	22314	40,000	1.80	16.0	\$249.00	\$32.00	-	-
Mount Vernon	Nannie J Lee Recreation Center	Medium	1108 Jefferson St	Alexandria	VA	22314	40,000	1.60	9.0	-	-	\$125.00	-
Mount Vernon	Capital MMA & Elite Fitness	Small	6301 A Richmond Hwy	Alexandria	VA	22036	10,000	3.00	15.0	-	\$179.00	-	\$11.58
Mount Vernon	Gold's Gym	Large	7770 Richmond Highway	Alexandria	VA	22306	52,000	2.30	18.0	\$125.99	\$26.99	-	-
Mount Vernon	Mount Vernon Athletic Club	Large	7950 Audubon Ave	Alexandria	VA	22306	50,000	2.70	16.0	\$199.00	\$79.99	\$839.99	-

EXHIBIT I.22: Mount Vernon Direct Alternative Consumer Options

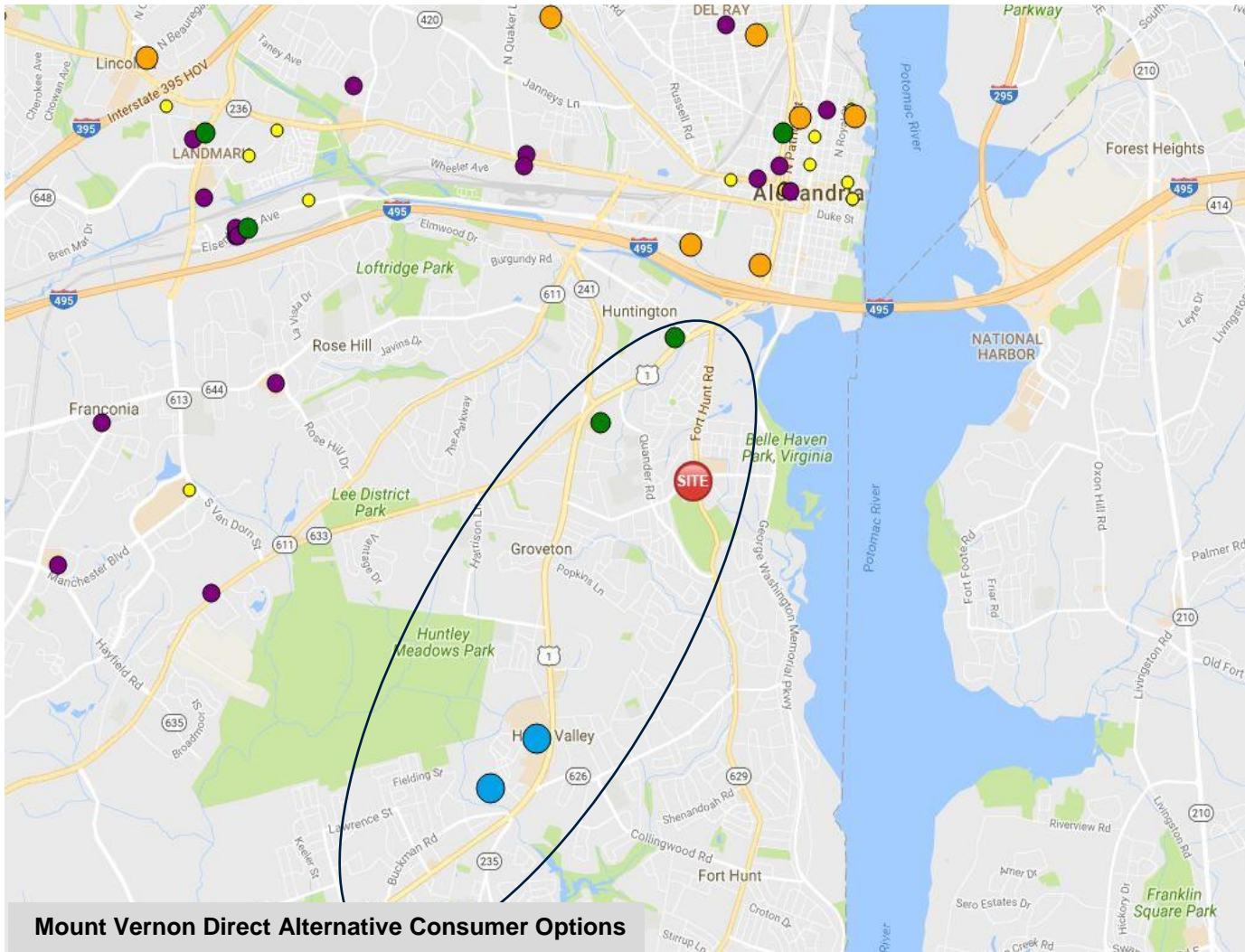


EXHIBIT I.23: Mount Vernon Direct Alternative Consumer Options Map 1/2

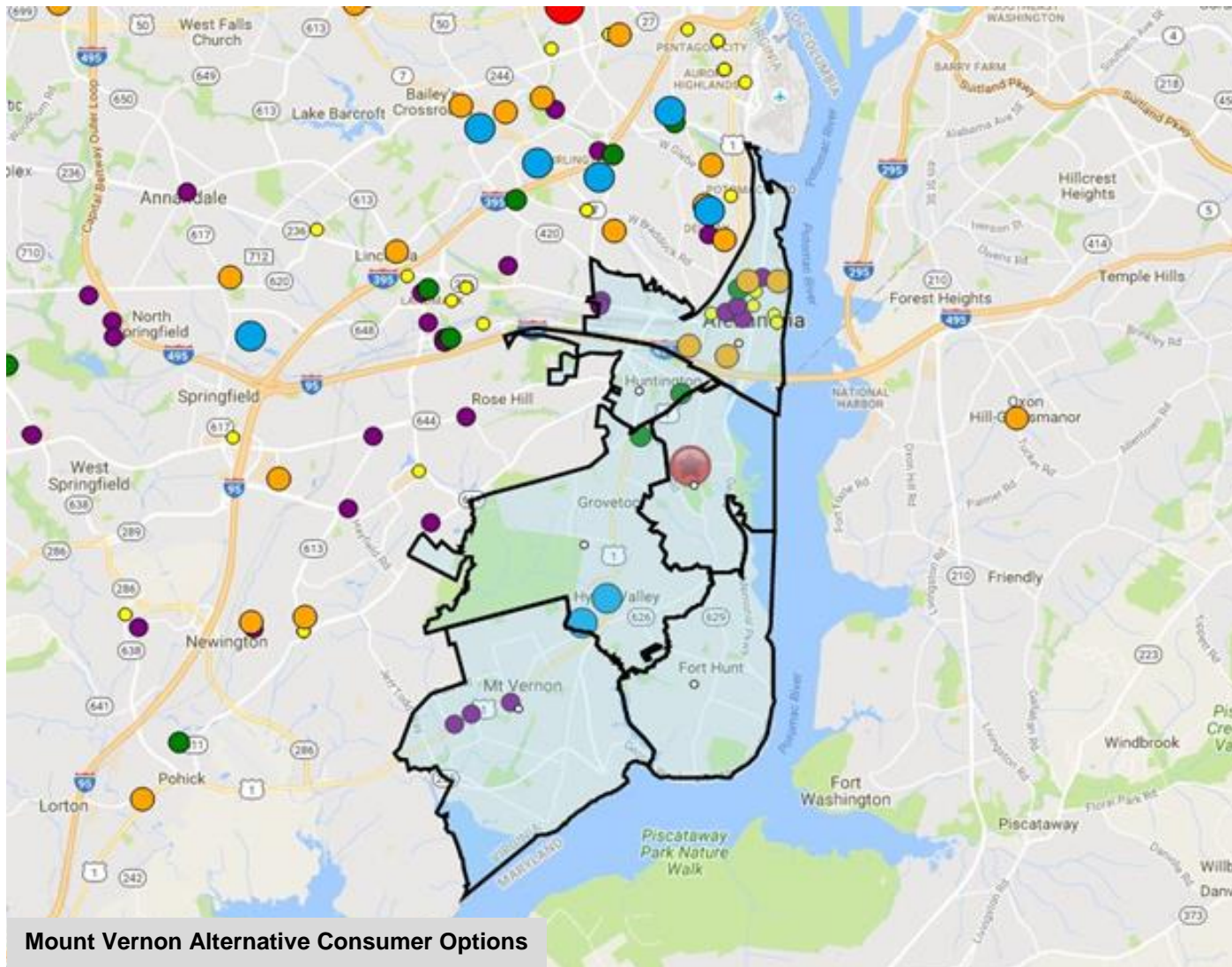
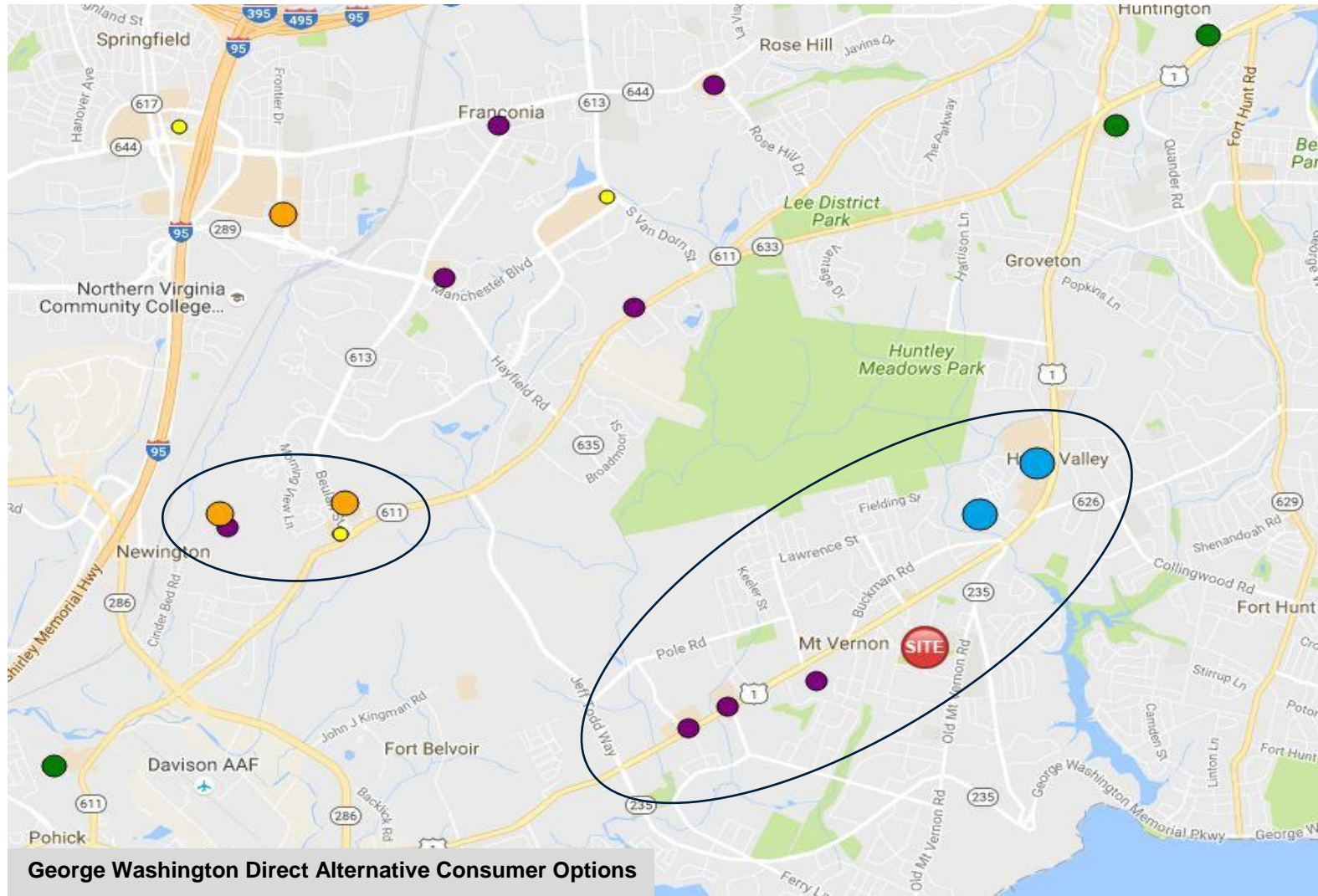


EXHIBIT I.24: Mount Vernon Direct Alternative Consumer Options Map 2/2

GEORGE WASHINGTON

RECenter	Competitor	Size Class	Address	City	State	Zip	SF	Distance (mi)	Hours of Operation	Membership type			
										Initiation Fee	Monthly	Annual	Per Class
George Washington	Anytime Fitness	Micro	8636 Richmond Hwy	Alexandria	VA	22309	4,500	1.30	24.0	\$55.00	\$43.99	-	-
George Washington	Gold's Gym	Large	7770 Richmond Hwy	Alexandria	VA	22306	52,000	1.50	18.0	\$125.99	\$26.99	-	-
George Washington	Mount Vernon Athletic Club	Large	7950 Audubon Ave	Alexandria	VA	22306	50,000	1.00	18.0	\$50.00	\$150.00	-	-
George Washington	Mount Vernon Crossfit	Micro	8459 Richmond Hwy	Alexandria	VA	22309	3,000	0.70	14.0	-	\$250.00	\$2,340.00	\$20.00
George Washington	LA Fitness	Medium	7867 Heneska Loop	Alexandria	VA	22315	35,000	3.70	17.0	\$99.00	\$24.99	-	-
George Washington	New Day Crossfit	Micro	6825 Hill Park Dr	Lorton	VA	22079	8,000	4.40	14.0	-	\$150.00	-	-
George Washington	Metropolitan Elite Gymnastics & Academy	Medium	7954 Angleton Ct	Lorton	VA	22079	45,000	4.50	10.0	\$62.50	\$286.00	-	\$41.50
George Washington	Gold's Gym	Medium	7700 Gunston Plaza	Lorton	VA	22079	33,000	4.30	18.0	\$79.00	\$39.99	-	-

EXHIBIT I.25: George Washington Direct Alternative Consumer Options



George Washington Direct Alternative Consumer Options

EXHIBIT I.26: George Washington Direct Alternative Consumer Options Map 1/2

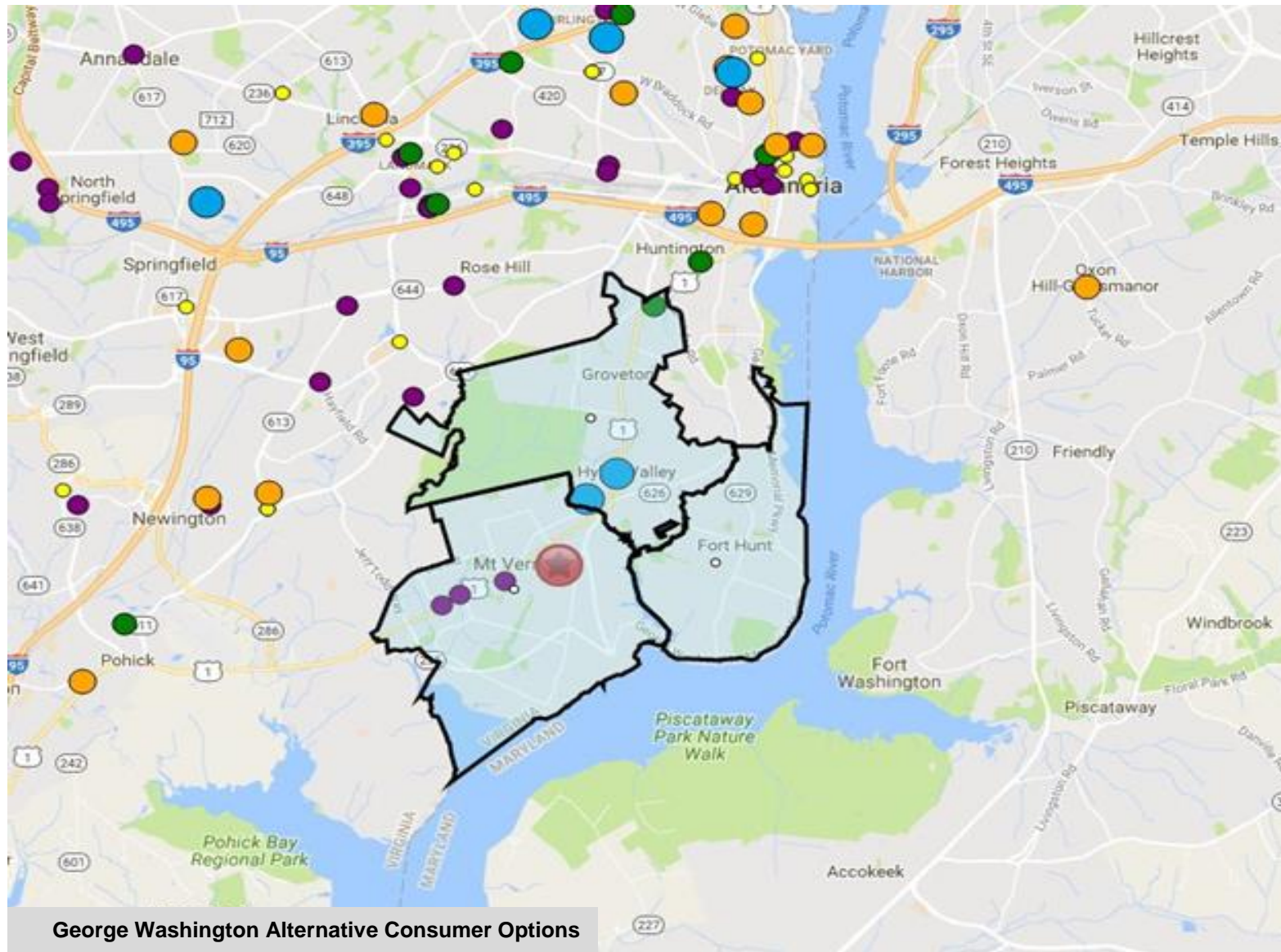


EXHIBIT I.27: George Washington Direct Alternative Consumer Options Map 2/2

EXHIBIT J – ADDITIONAL MARKET PROFILE MAPS

CUB RUN

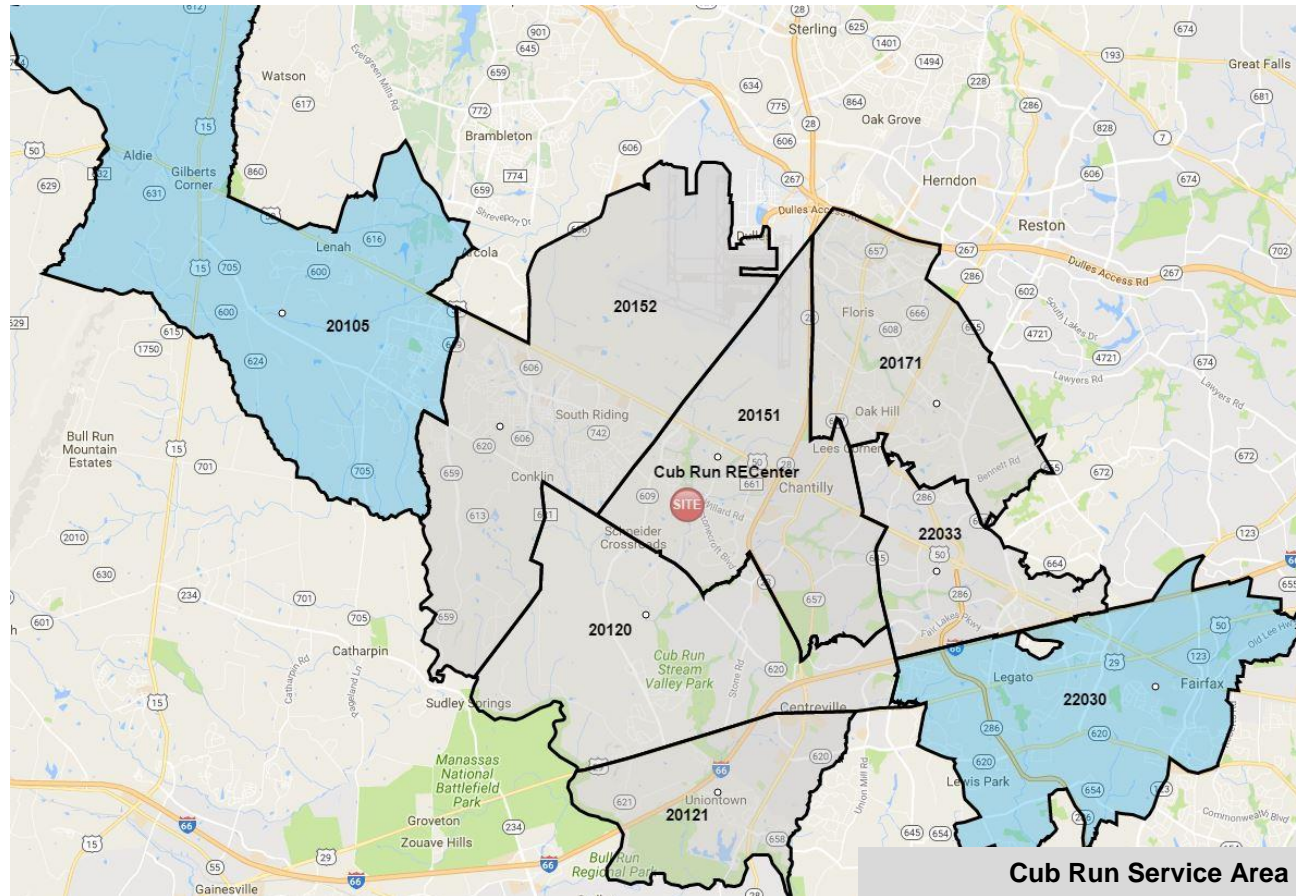


EXHIBIT J.27: Cub Run Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

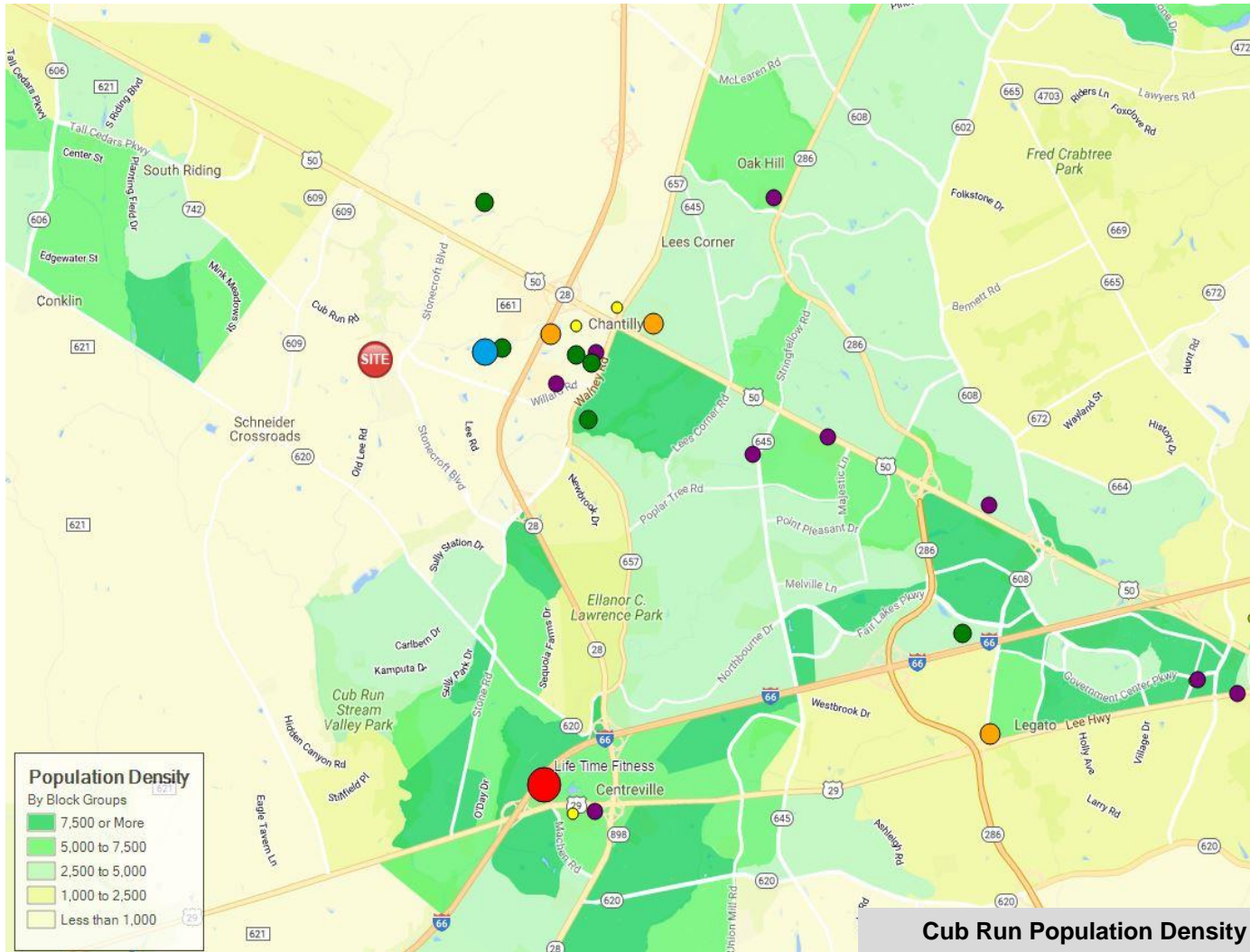


EXHIBIT J.28: Cub Run Population Density Map

OAK MARR

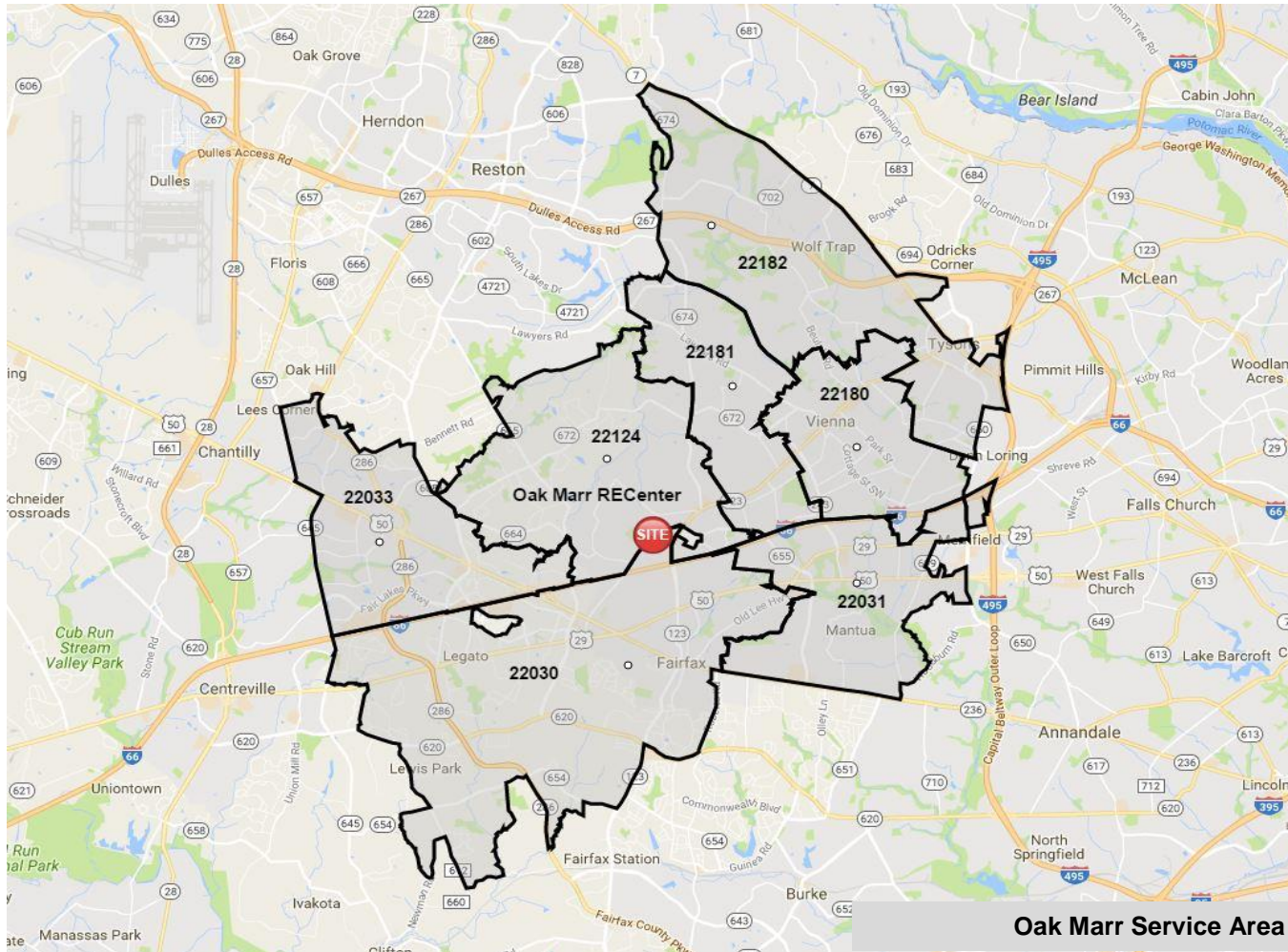


EXHIBIT J.29: Oak Marr Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

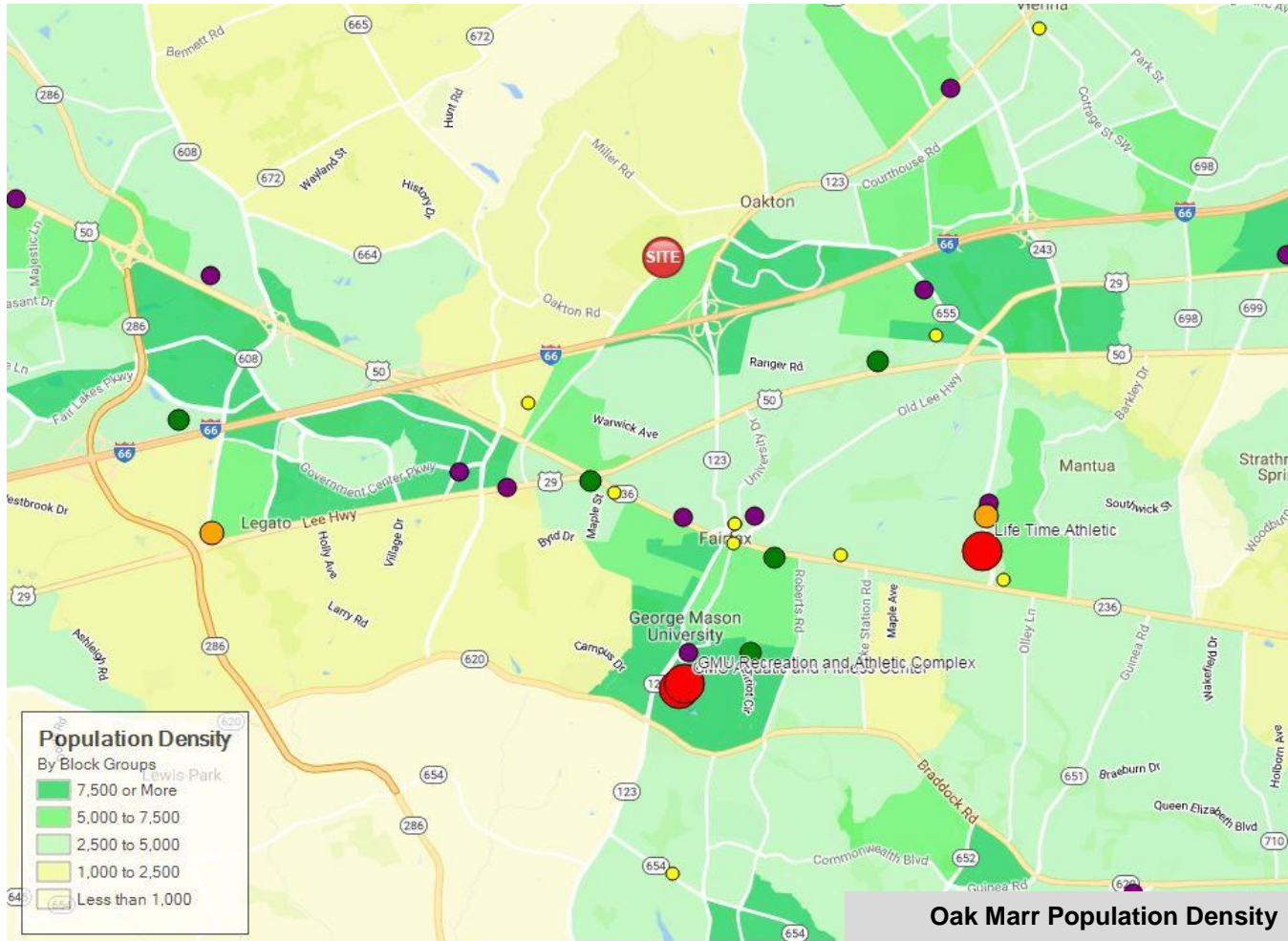


EXHIBIT J.30: Oak Marr Population Density Map

SPRING HILL

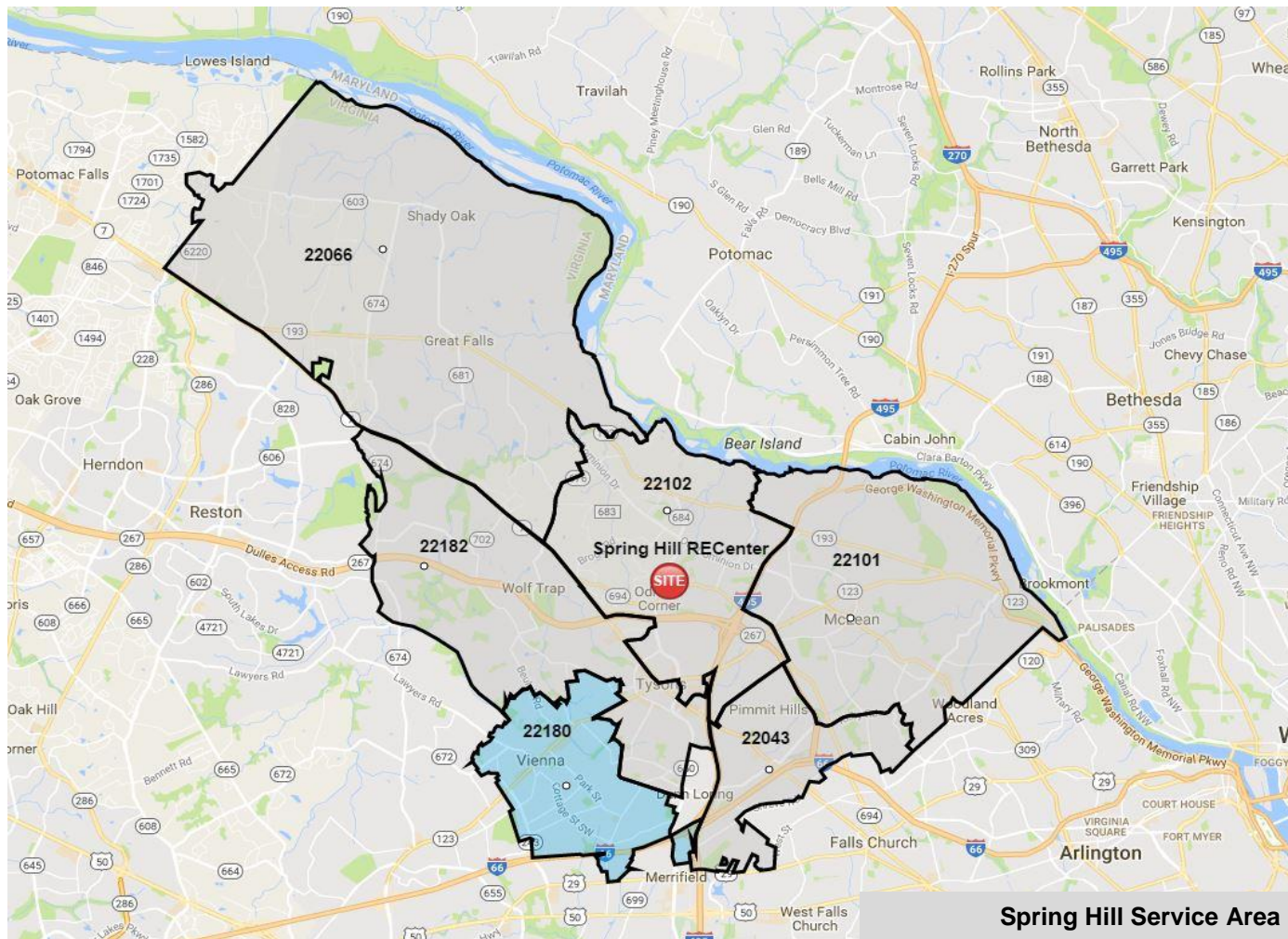


EXHIBIT J.31: Spring Hill Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

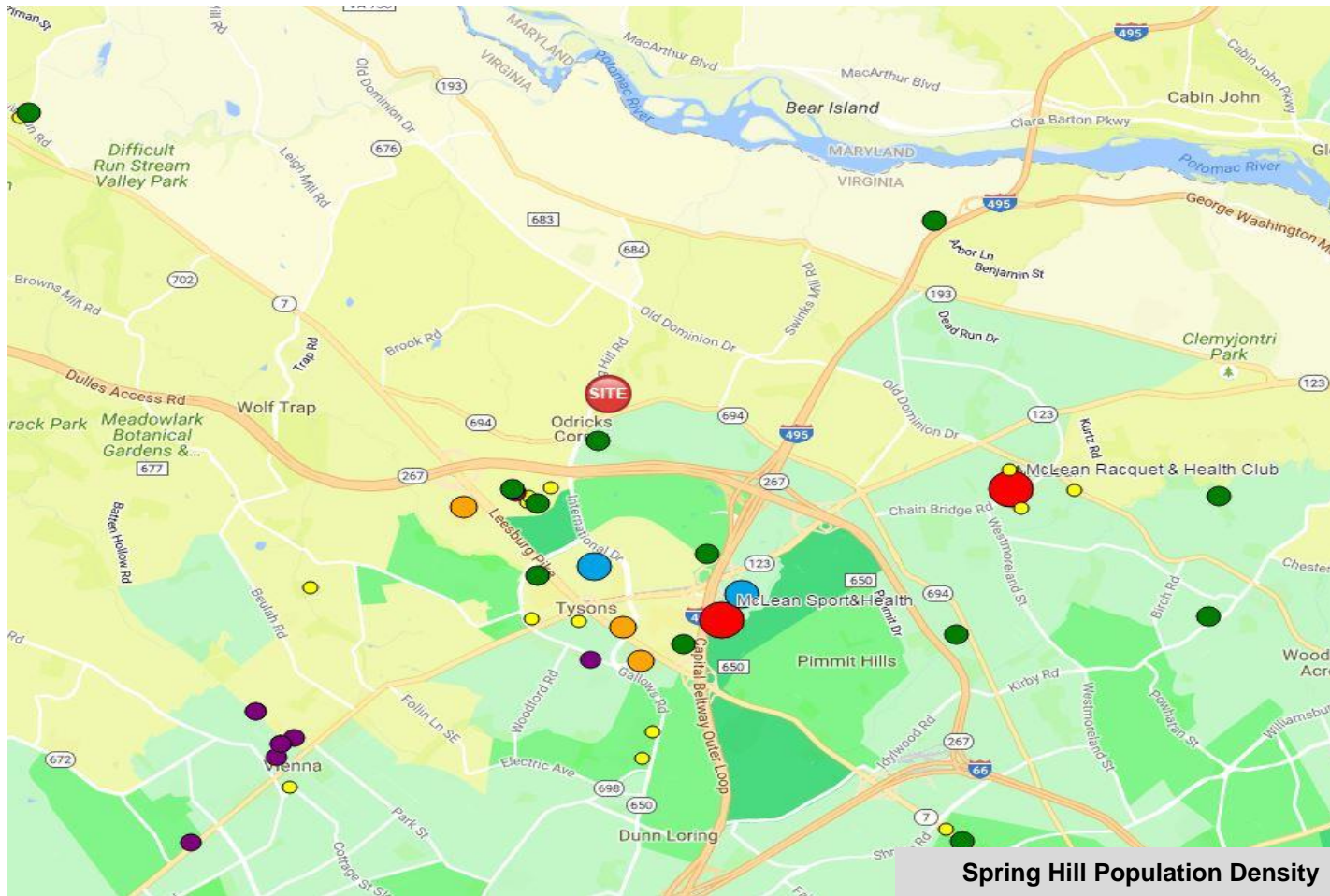


EXHIBIT J.32: Spring Hill Population Density Map

PROVIDENCE

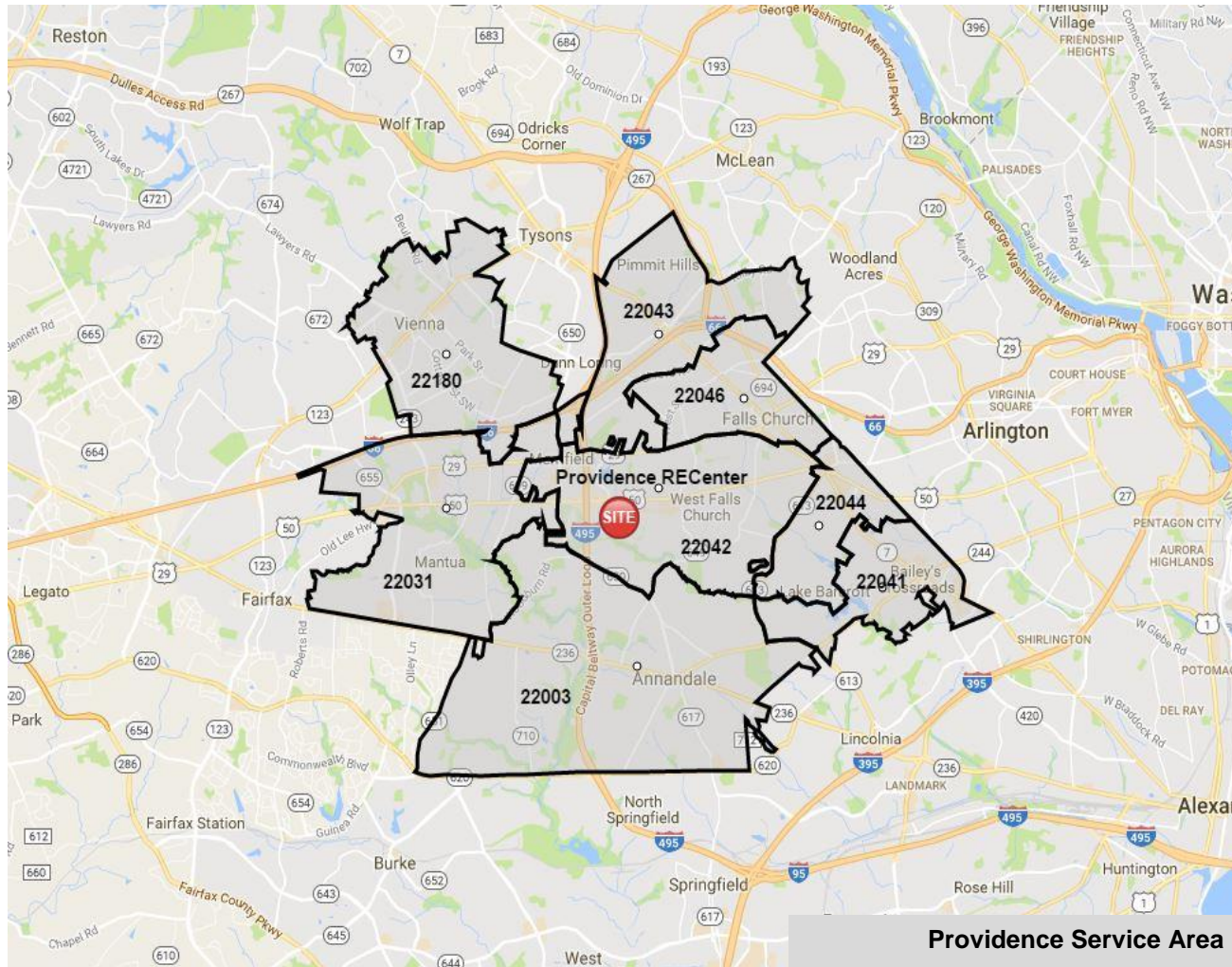


EXHIBIT J.33: Providence Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

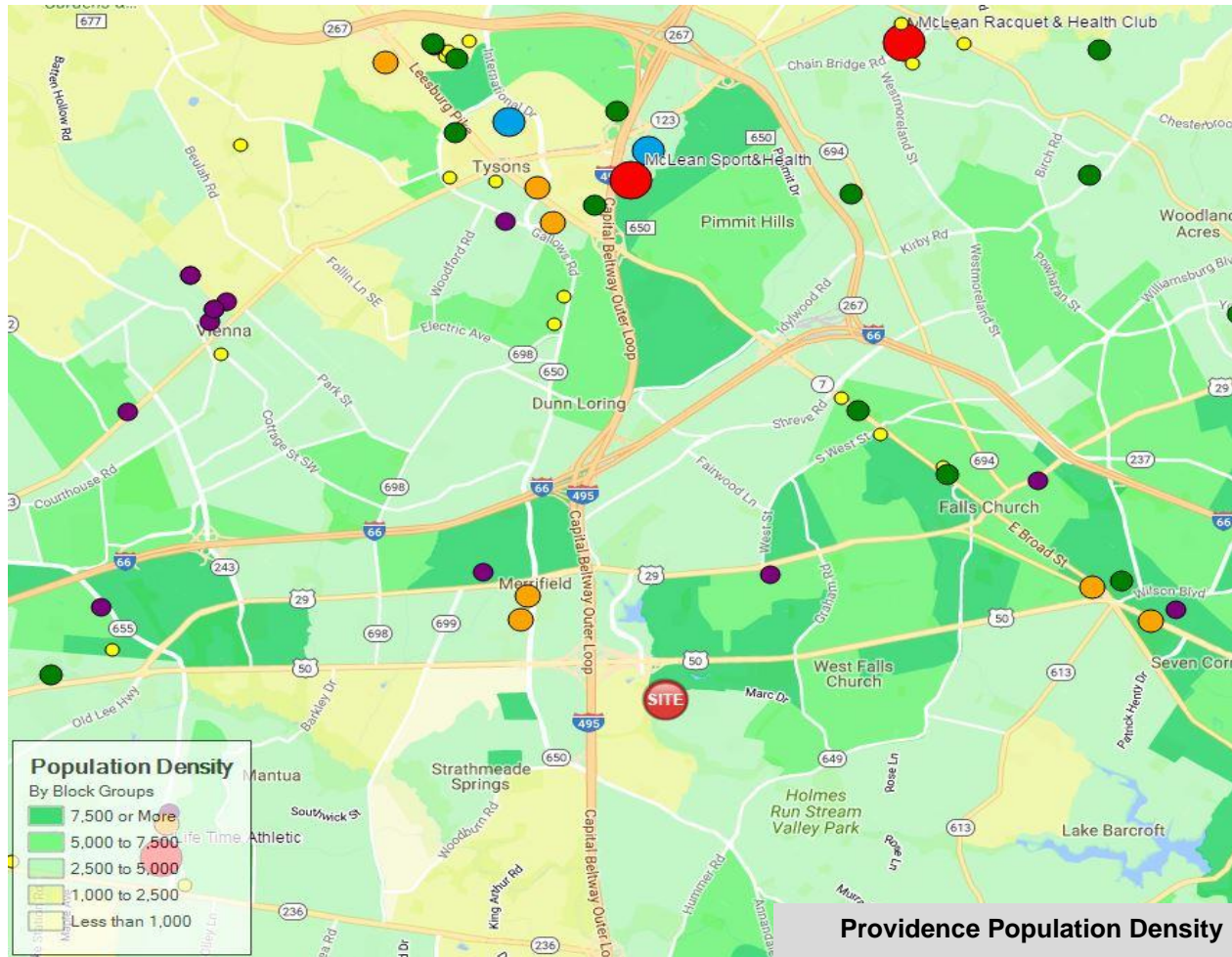


EXHIBIT J.34: Providence Population Density Map

AUDREY MOORE

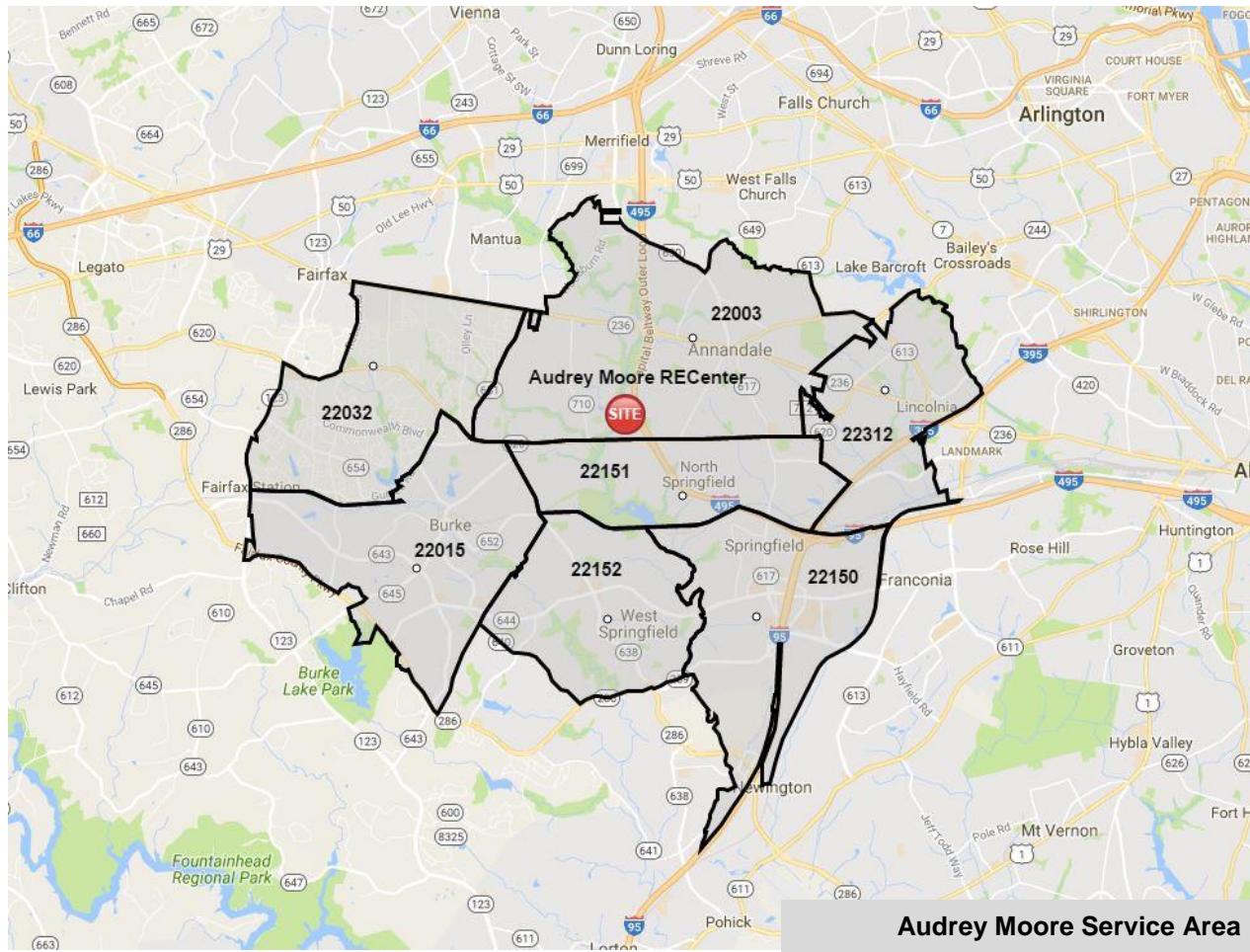


EXHIBIT J.35: Audrey Moore Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

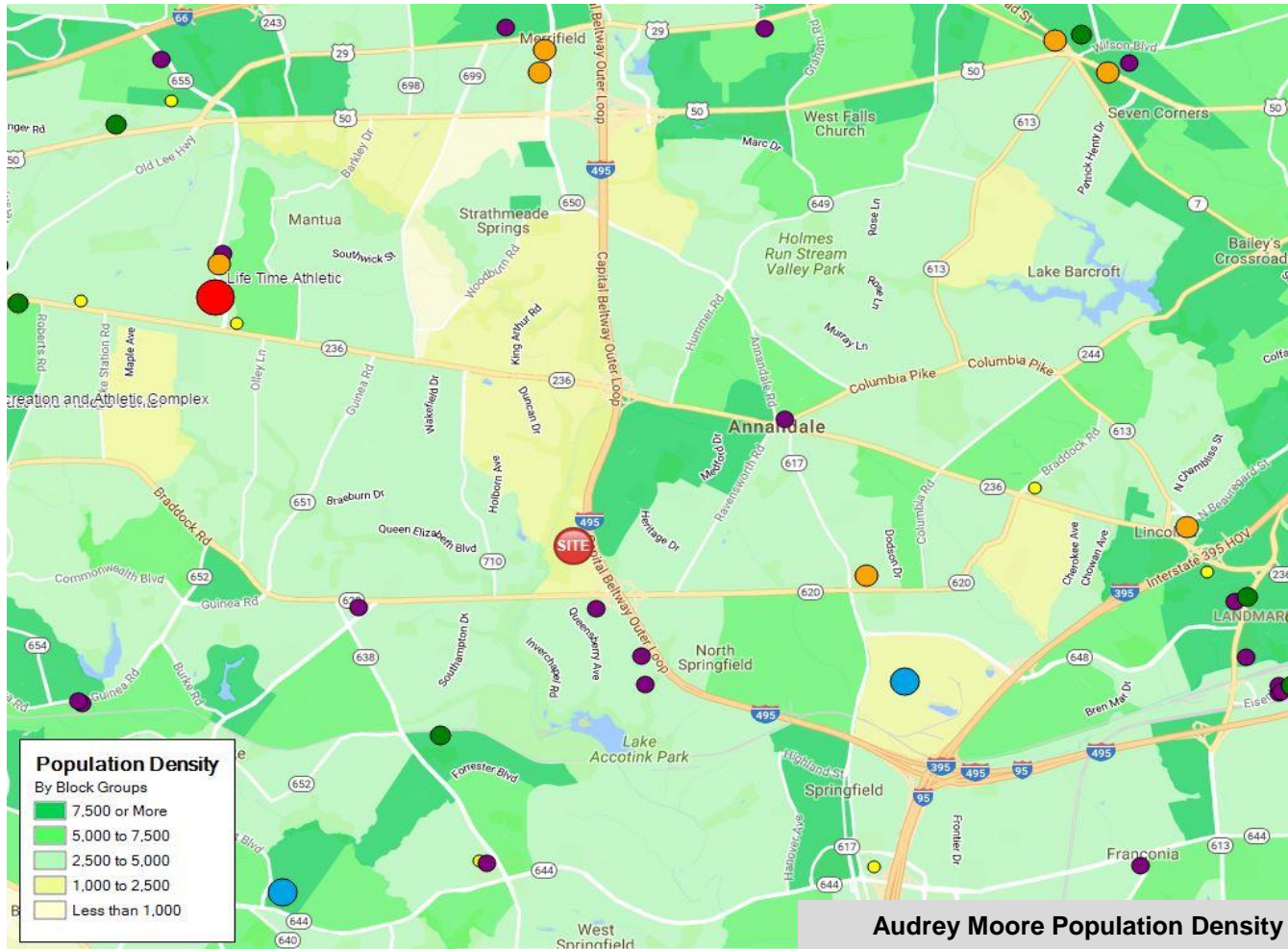


EXHIBIT J.36: Audrey Moore Population Density Map

SOUTH RUN

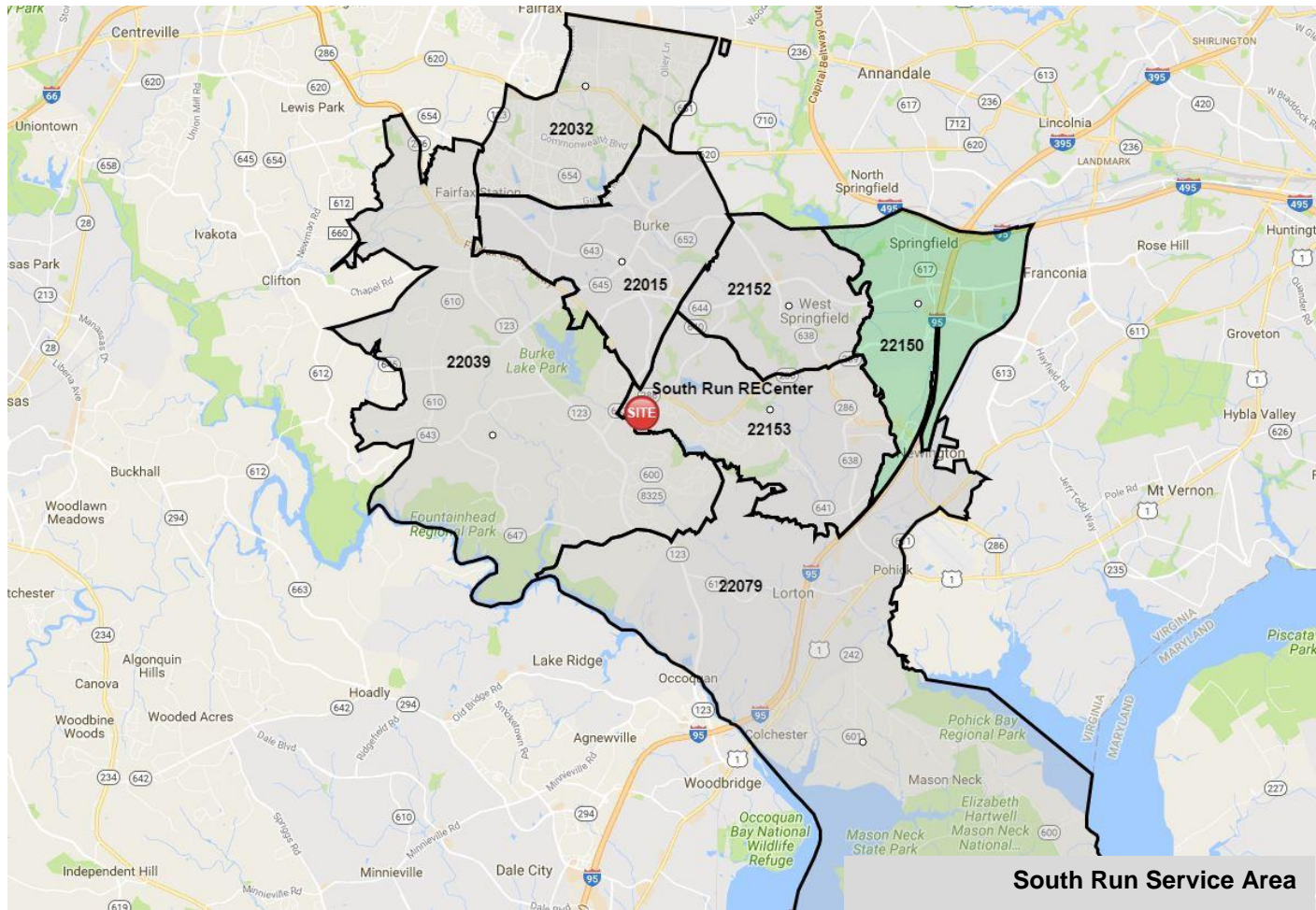


EXHIBIT J.37: South Run Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

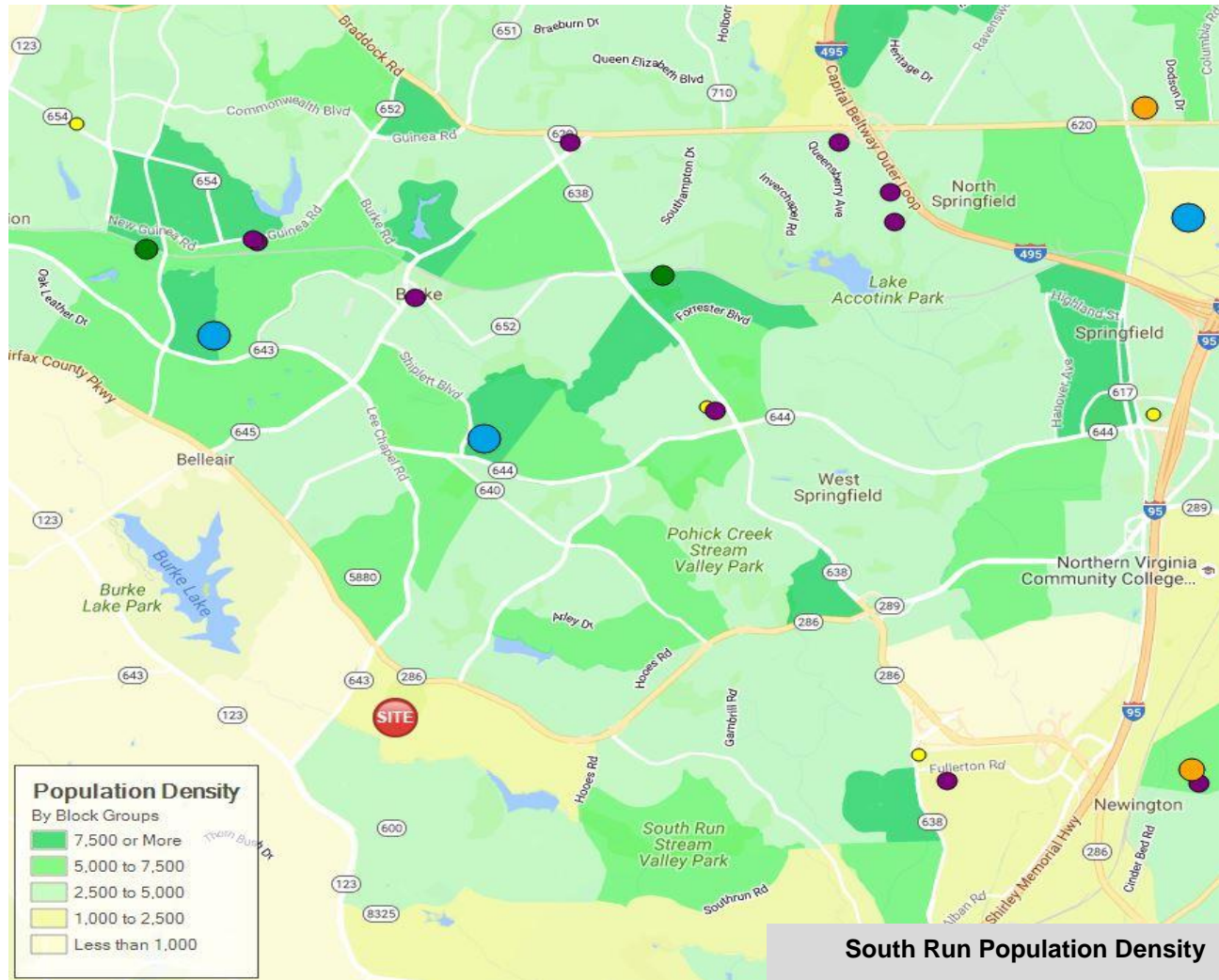


EXHIBIT J.38: South Run Population Density Map

LEE DISTRICT

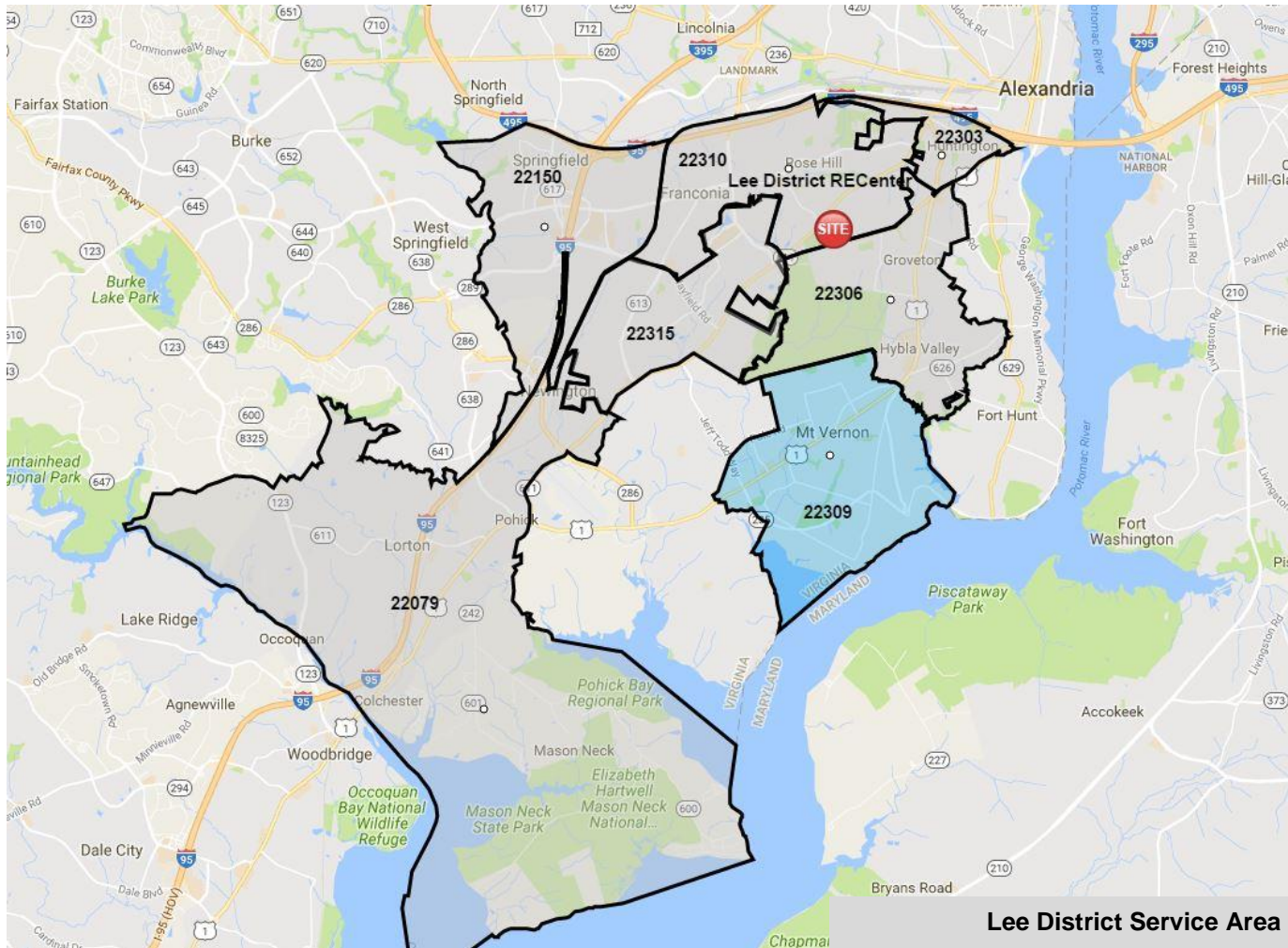


EXHIBIT J.39: Lee District Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

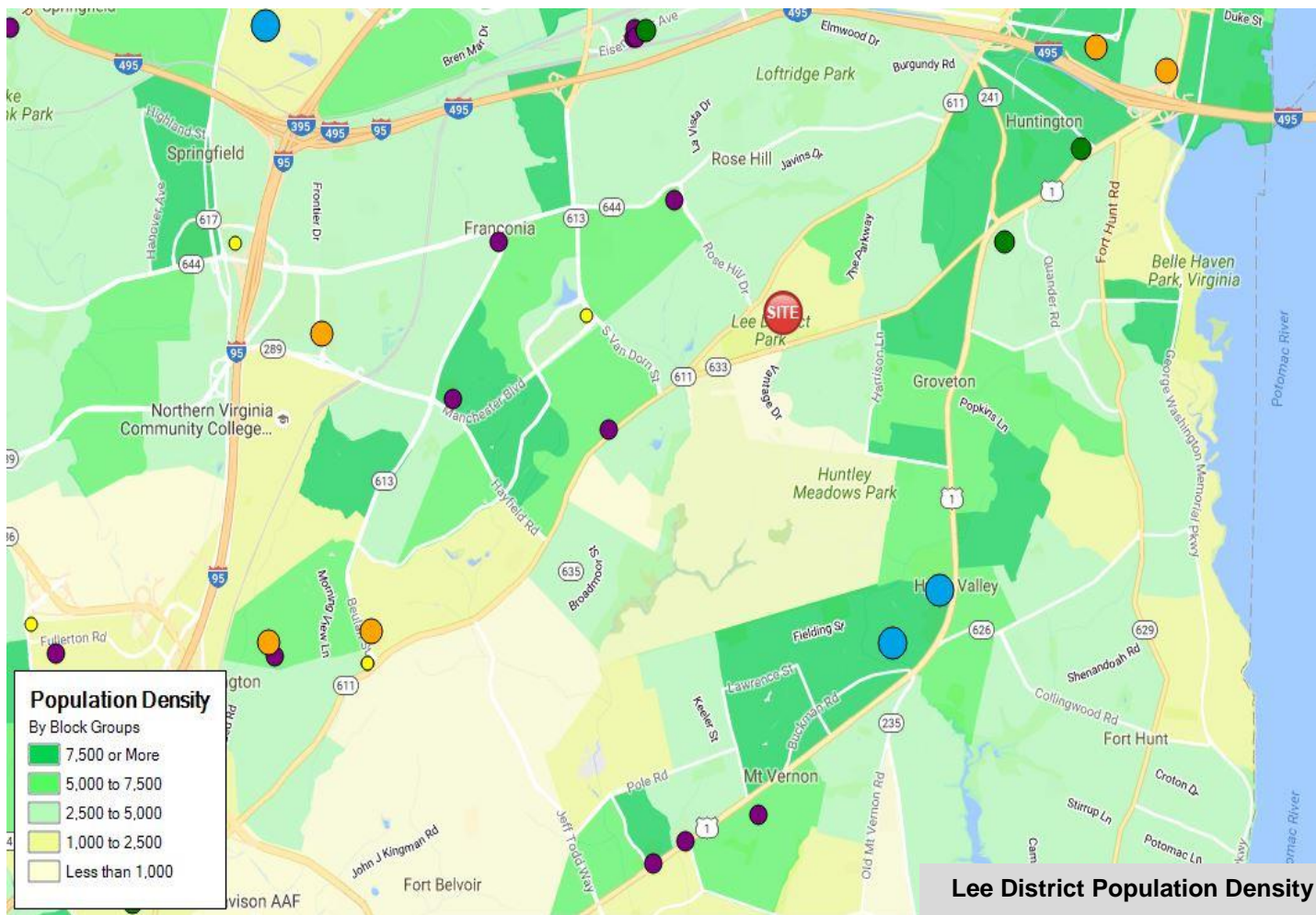


EXHIBIT J.40: Lee District Population Density Map

MOUNT VERNON

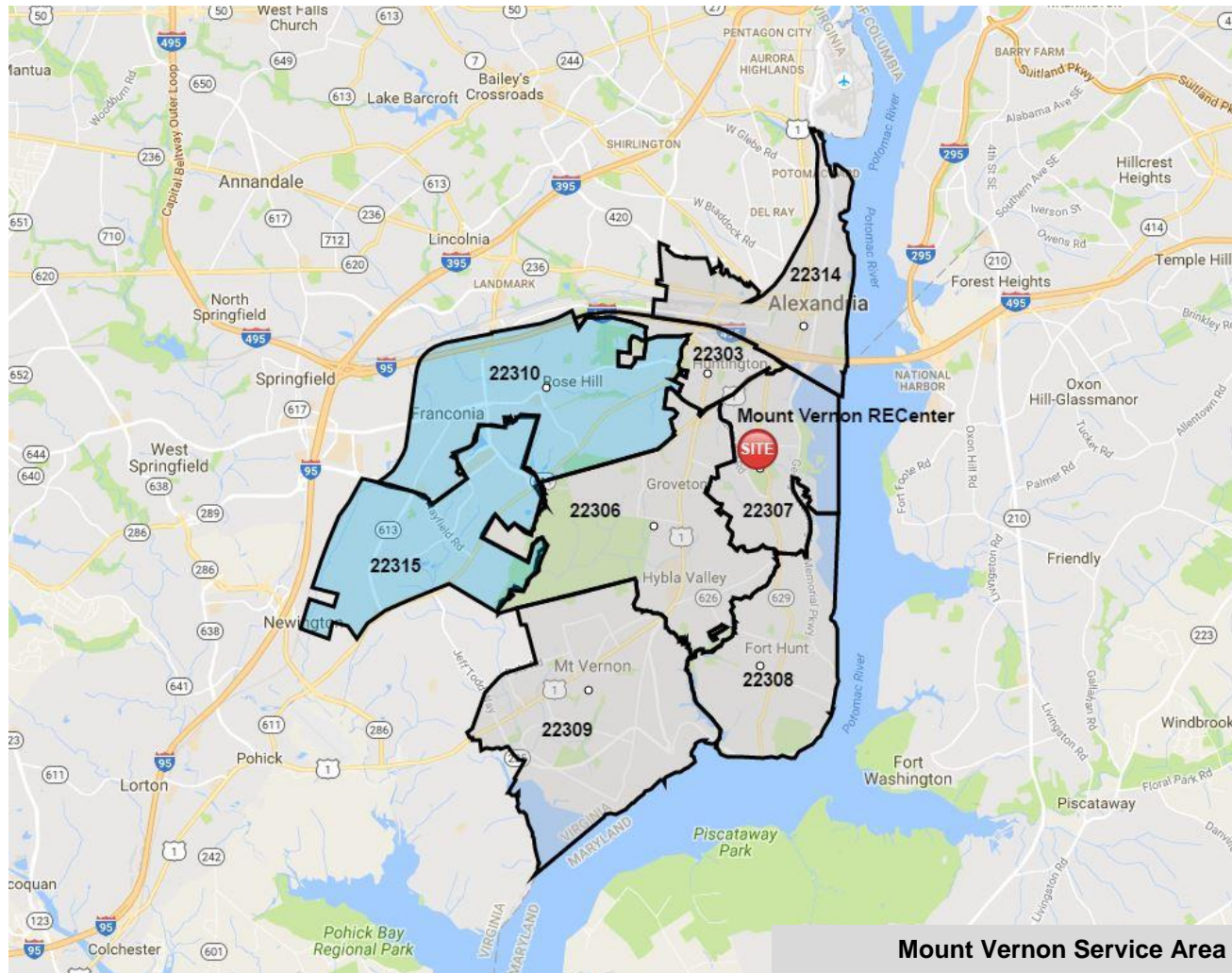


EXHIBIT J.41: Mount Vernon Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

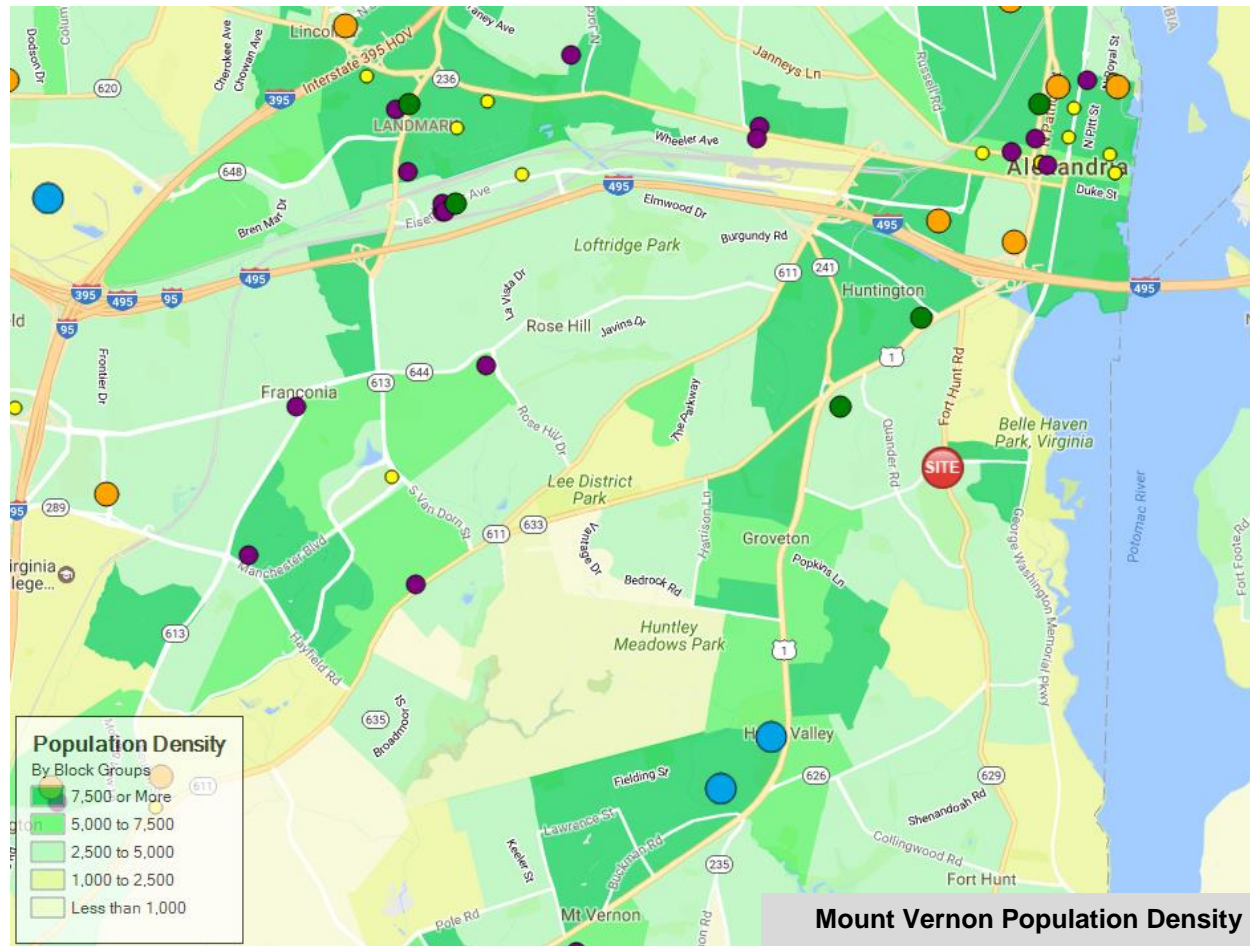


EXHIBIT J.42: Mount Vernon Population Density Map

GEORGE WASHINGTON

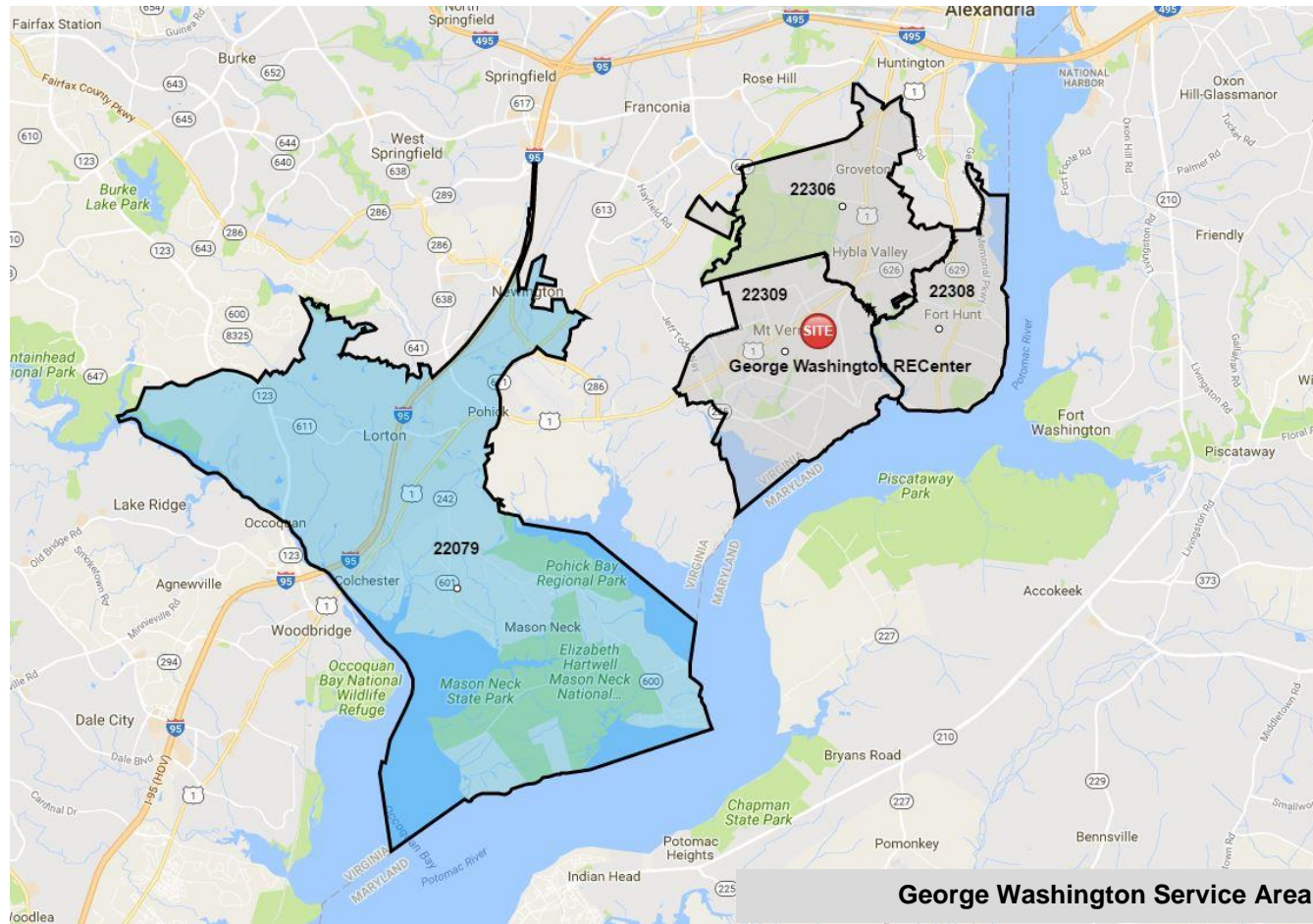


EXHIBIT J.43: George Washington Service Area Map

Note: Green shading in **service area map** indicates ZIP Code is part of the pass service area only. Blue shading indicates program service area only. Grey shading represents both pass and program service area.

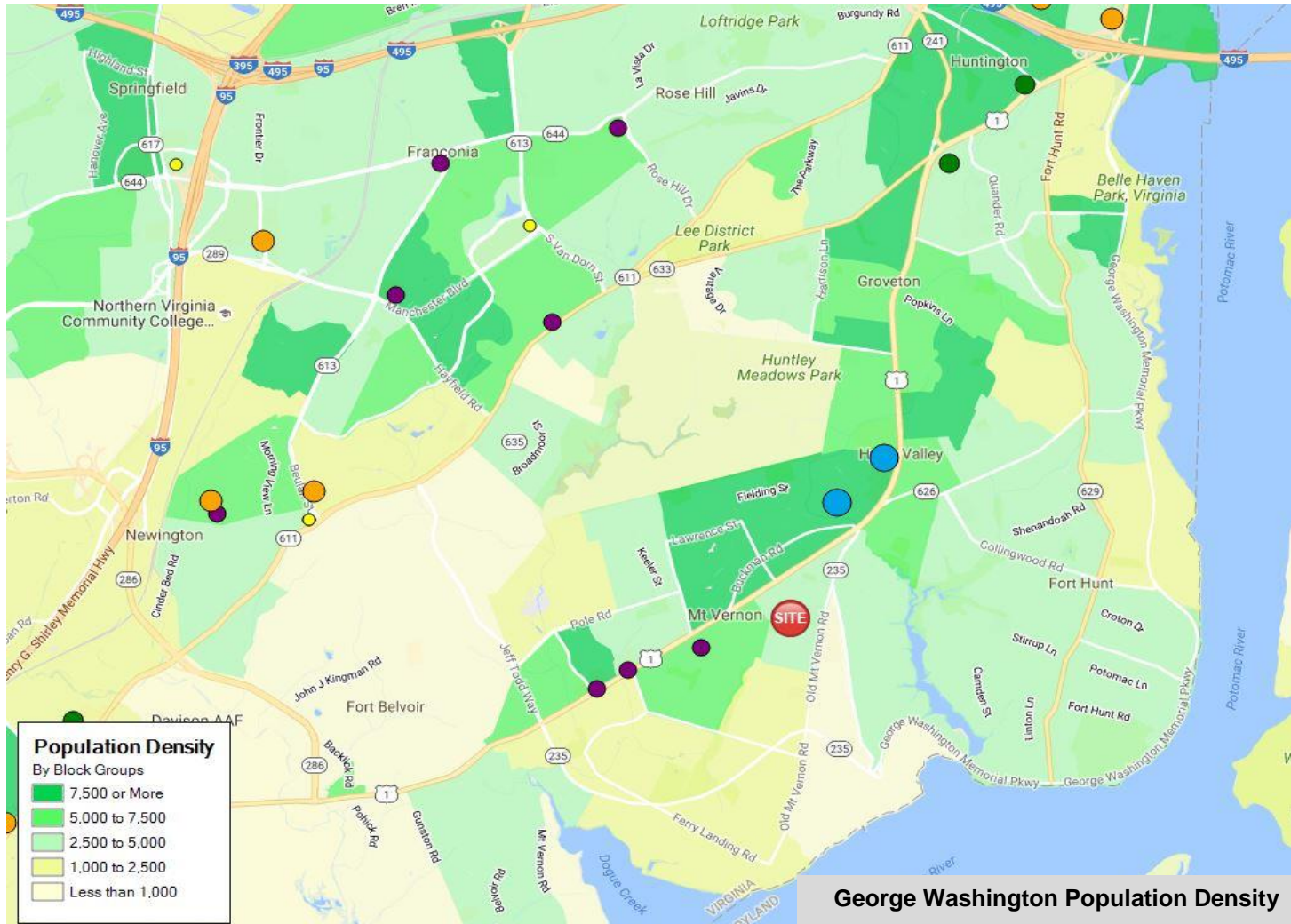


EXHIBIT J.44: George Washington Population Density Map